



SEARCH PROFILE: Executive Director of Human Resources



THE OPPORTUNITY

Lansing Community College (LCC) invites applications and nominations for the position of Executive Director of Human Resources. Reporting to the Senior Vice President for Business Operations, [Dr. Seleana Samuel](#), the next Executive Director of Human Resources will be a seasoned HR professional who is ready to lead in a complex, dynamic, changing work environment.

The current [Strategic Plan 2021-2024](#) includes several focus areas that will rely in part on the dedicated work of Human Resources to foster an inclusive, equitable, and fulfilling environment for employees. As [President Steve Robinson](#) explains in his introduction, the directions of the plan were shaped in part by the results of LCC conducting an employee climate survey (the Higher Education Survey of Employee Engagement, or HESEE). In particular, the goals for the Leadership, Culture, and Communication strategic plan focus area will be an important part of the agenda for the next Executive Director of Human Resources, so that “LCC will continue to be a nationally recognized, award-winning institution of higher learning that recognizes our employees as our most valuable resource and produces thought leaders who positively influence our diverse student and community populations.” In addition, “LCC will foster a learning and working community that embraces diversity, equity, inclusion, collaboration, transparency and continuous improvement” and “be a transparent institution with an effective, two-way flow of relevant and timely information with our employees, students and community.”

The Executive Director of Human Resources will also be expected to provide leadership in supporting other focus areas of the *Strategic Plan*, particularly the goal of embedding “diversity, equity and inclusion (DEI) principles into all collegewide operations, practices and procedures” and integrating “process improvement at all phases of the employee lifecycle to improve career

mobility and diversity of LCC employees.” Additionally, the person who assumes this position will be heavily involved in the development of the new strategic plan. Therefore, this is a remarkable opportunity for an experienced HR professional to lead a team in a work environment that values employees and their contributions. LCC seeks a leader with high emotional intelligence, skills in organizing tasks and guiding people, and knowledge of union contracts and collective bargaining. The position is expected to begin by June 2023.

LANSING COMMUNITY COLLEGE

Lansing Community College (LCC) is a national leader and one of the largest community colleges in Michigan, serving more than 17,700 students each year. It offers more than 200 associate degree and certificate programs, in addition to career and workforce development and personal enrichment options. The College was founded in 1957 and has since grown from its flagship campus in downtown Lansing to include locations in Delta Township, East Lansing, Mason, and Livingston County. LCC is consistently named one of Michigan’s best community colleges, and students enjoy unsurpassed instruction, beautiful facilities, cutting-edge technology, and comprehensive support services to help them succeed.

VISION

Serving the learning needs of a changing community.

MISSION

Lansing Community College provides high-quality education ensuring that all students successfully complete their educational goals while developing life skills necessary for them to enrich and support themselves, their families, and their community as engaged global citizens.

MOTTO

Where Success Begins

Lansing Community College is accredited by the Higher Learning Commission (HLC), a regional accreditation agency that accredits degree-granting institutions of higher education located in the 19-state North Central region of the United States. Regional accreditation validates the quality of an institution as a whole and evaluates multiple aspects of an institution, including its academic offerings, governance and administration, mission, finances, and resources.

Since its founding in 1957, more than 500,000 people have taken classes at LCC. Experienced and highly qualified faculty at LCC are committed to student success. The Board of Trustees and

staff are dedicated to keeping tuition costs affordable and offering smaller class sizes at convenient times and with varied delivery methods, including online. With competitive pay, [excellent benefits](#) (including tuition and professional development benefits), as well as a commitment to [diversity and inclusion](#) with all that we do, Lansing Community College is an attractive workplace as well.

The Center for Data Science at LCC includes these [statistics](#) on the numbers of students, faculty, and staff: annual enrollment of 14,324 students (2021-22) and 1,673 faculty and staff (including 656 full-time employees).

LCC has strong ties to the dynamic communities it serves. In the heart of Michigan, [Greater Lansing](#) boasts of the best of both worlds: the down-to-earth spirit of the Midwestern USA with the cultured amenities of a state capital.

ABOUT HUMAN RESOURCES AT LANSING COMMUNITY COLLEGE (LCC)

Reporting and Structure. The Human Resources Department at LCC is part of the division of Business Operations, led by [Dr. Seleana Samuel](#), Senior Vice President of Business Operations. As explained on the division website, “the Human Resources Department is committed to serving and recognizing the value and contribution of each individual in the LCC community. The department strives to meet employee-related needs and administer policies and procedures to help the College obtain continued excellence.”

The [organizational chart](#) for Human Resources shows that the Executive Director oversees and provides leadership in several key areas: Labor & Employee Relations (with a Director, two Managers, two staff members in organizational development, and one other staff member) and Compensation & Employment (with a Director, two Managers, a Benefits Coordinator, Business Analyst, and two other staff members). Specific titles of the current staff are shown on the [Meet the HR Team](#) website.

Organizational Development. Within Human Resources, there are many opportunities for continuing education and [professional development](#). Committed to the philosophy that *people are the organization*, the Organizational Development department supports LCC through training opportunities that contribute to the development of a learning community that builds the competency of staff and organization. The [Center for Teaching Excellence \(CTE\)](#) assists faculty with training, aids, and tools to support our faculty with their learning goals as these goals relate to academics.



Organizational Development offers a variety of online and face-to-face courses. A full library of online courses are available at all times in the Talent Management System (TMS), which can be accessed from the work tab of the [myLCC](#) page. All employees must take regulatory courses from time to time, in order for the College to remain compliant. These courses are assigned to users; notifications are sent via the employee's LCC email. Registration for face-to-face courses and events is available in the TMS. A [Word FileJob Aid](#) is available to assist with many aspects of the Talent Management System.

The [Connections](#) program reduces communication gaps and build relationships between departments at Lansing Community College in peer mentoring program that pairs employees from different areas across campus.

[Starboard](#) is an orientation program for newly hired or newly promoted administrators. The mandatory program is a chance to learn about the people, departments, and processes of the

College. Starboard participants are not limited to just administrators. Anyone who holds a full-time position at the College may apply to attend Starboard. Starboard is held twice a year: once in the Spring and once in the Fall.

[Impressions](#) is a leadership development program for those administrators who have completed Starboard and seek additional professional development. Impressions gives a strong leg up for those who would benefit from it. The program aligns participants with a mentor, grants them extensive access to leaders across the College, and introduces some new perspectives to ensure success.

[THRIVE](#) is LCC's leadership academy, a professional development program designed to support administrators in preparing for the future at LCC. This program is designed to enhance personal reflection and professional development that enables you to lead with greater effectiveness and efficiency in your current and future positions. Only 25 administrators will be selected for this program during each iteration.

Employee Wellness

LCC is committed to creating and promoting a sustainable culture of health and wellness for Lansing Community College students, faculty, staff, and the communities we serve. The [Employee Wellness programs](#) include fitness centers offered free of charge at the Downtown and West Campus locations, a massage clinic staffed by students in massage therapy, and an HMSA Employee Assistance Program. The HMSA program is a confidential, voluntary service that provides free professional counseling and referral services designed to help LCC employees and eligible family members (spouse and dependents in their households) with personal, job, or family-related problems. HMSA can help individuals identify, resolve, and gain control over issues that may be interfering with work and daily life.

The Employee Wellness programs also include resources for those who seek information and assistance regarding COVID-19 safety protocols, Family Medical Leave, Sabbatical/Professional Development Leave, Nursing Mother resources, and ADA accommodations.

Labor and Employee Relations

The mission of the Labor and Employee Relations team is to work collaboratively with all union leaders and members, as well as LCC's non-union population. As outlined on the Labor and Employee Relations website, LCC now has six [collective bargaining agreements](#) that define terms and conditions of employment for many of its employees.

Details about employment for non-bargaining employees are included in the document, [Full-Time Non-Bargaining Employee Compensation and Benefits Practices](#).

ROLES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR OF HUMAN RESOURCES

The Executive Director of Human Resources leads and directs administration of the full range of human resource management functions, providing excellent customer service throughout the employment life cycle, including recruiting, onboarding, hiring, employment, benefits, compensation, labor and employee relations, performance management, organizational and professional development and training, Title IX compliance, and HR information systems.

LCC is a large, dynamic, and complex organization that requires a team of HR professionals to address all employee related issues, program, policy, and processes for exempt and nonexempt, employees, including Student employees, as appropriate in the organization. The Executive Director of HR has primary responsibility for management of the HR function for the College, with oversight for its daily operations and budget accountability. The Executive Director of HR works with a high level of independence and exercises a high degree of initiative and judgment under only minimal guidance from the Senior Vice President of Business Operations. The Executive Director of Human Resources is a member of all leadership teams and committees related to human resource administration, including the Executive Leadership Team, Vacancy Management Review Team, Emergency Management Team, and Health Care Task Force, with specific responsibility for undertaking initiatives that serve the current and future human resource needs of the college.

The Executive Director represents the College at Board of Trustees meetings to respond to any employee relations concerns as requested by the President and prepares clear and concise oral and written reports as requested by the President. The Executive Director of Human Resources must demonstrate a commitment to the diversity of a multi-cultural population, as well as work effectively in a team-based environment, seeking continuous improvement and adherence to the community college philosophy.

Specific responsibilities of the Executive Director of HR are listed here in priority order:

- Orchestrates constructive solutions while reconciling the needs of the employee, supervisor, department, labor union, and Lansing Community College in alignment with relevant policies, contracts, and laws.
- Participates in organizational and unit/department-specific strategic planning and execution. Understands LCC's strategic goals and financial status.
- Ensures that managers and supervisors are equipped with tools necessary for interpreting and applying LCC policies, procedures and practices, union contract language, and relevant employment and labor law.
- Directs the activities of HR staff, including timely completion of performance reviews and continuously monitoring customer service methods, procedures, department workflow, workload, records systems, and information technology systems to identify opportunities for continuous improvement. Direct the implementation of changes, including those identified during internal and external human resources related audits.
- Collaborates with all management in developing and supporting initiatives, including design and facilitation of the Strategic Employment Plan by having an excellent

understanding of LCC's objectives, environment, issues, needs and key success factors, focused on fostering a culture of care and transparency.

- Participates in college planning processes, manages employee feedback survey results, and leads the institution toward positive management practices and positive workplace culture.
- Keeps current in laws, regulations, policies, practices, and trends that affect LCC and establishes plans to ensure ongoing compliance with all regulations.
- Provides leadership for organization-wide workforce planning efforts.
- In collaboration with LCC Board and Executive Leadership, establishes strategy and direction for management of labor agreements to be consistent with current LCC vision and culture.
- Establishes strategy and direction for development and implementation of compensation and benefit models as well as systems to support such models for all employee groups.
- Ensures fiscal responsibility and budget accountability related to establishment and management of compensation and benefit programs.
- Provides an organization-wide strategy to establish effective recruitment methods and coordinates recruitment programs that include diversity goals/objectives as well as other strategic considerations.
- Leads and manages effective and productive re-organization, re-design, re-alignment, and re-assignment efforts.
- Assesses HR-related risk to the organization, identifies HR compliance issues, and addresses such risks and issues in a timely and effective manner, including participating in and responding to Human Resources related internal and external audits.

CORE COMPETENCIES EXPECTED IN THE NEXT EXECUTIVE DIRECTOR OF HUMAN RESOURCES

To be effective in fulfilling the responsibilities of the role, the Executive Director of Human Resources is expected to demonstrate these core competencies:

- Excellent analytical, assessment, negotiation, and problem-solving skills.
- Exceptional organizational and financial management skills and the ability to manage workflow and projects, set priorities, delegate effectively to staff, and meet deadlines.
- Leadership capacity with a history of successfully leading, developing, and managing professional staff and their achievements of varied and complex initiatives and projects while building high performance teams.
- High level of emotional intelligence, initiative, global thinking with tolerance and ability to operate effectively through ambiguity.
- Ability to make strategic decisions to influence successful outcomes. Decisive, while exercising sound and accurate judgment.
- Excellent oral and written communication skills. Ability to write clearly, facilitate and present effectively to a wide range of audiences. Capacity to communicate complex

issues and information to peers and senior administrators. Strong and active listening skills.

- Highly skilled at facilitating small and large groups.
- Exceptional interpersonal skills and understanding of group dynamics. Successful track record of establishing credibility and trust with a diverse employee group, including various levels of management, and key partners and collaborators both inside and outside of the College.
- Organizational awareness and the ability to read and respond appropriately to the political landscape. Professional discretion, tact, and diplomacy and the ability to handle sensitive, political, and confidential information.
- Provide leadership in supporting strategic initiatives that advance the overall goals for diversity, equity, and inclusion for the College.
- Demonstrated ability to maintain the highest level of confidentiality with sensitive information.

REQUIRED QUALIFICATIONS

The successful candidate for the Executive Director of Human Resources shall demonstrate all of these ***required qualifications***:

- Master's Degree or higher
- Significant experience, knowledge, and competence in the management of Human Resources, including experience leading/managing other professional HR staff.
- Significant knowledge and experience as a consultant and advisor to senior level management in such areas as human resources administration, recruitment and selection, employee and labor relations, employment law, organizational development, performance management, benefits and compensation, human resources information systems.
- Experience in developing and leading organization-wide program initiatives and assessing and implementing complex organizational change.
- Significant labor relations experience working with unions (employee grievance and complaint procedures and collective bargaining)
- Significant budget management experience.

PREFERRED QUALIFICATIONS

The successful candidate for the Executive Director of Human Resources may also demonstrate some of these ***preferred qualifications***:

- HR or other related advanced certification.
- Experience working in a similar academic or other related public sector environment.
- Experience with non-traditional collective bargaining processes (interest-based, mutual gains).



TIMELINE, COMPENSATION, APPLICATIONS, AND NOMINATIONS

Academic Search is assisting Lansing Community College in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity, potential applicants are welcome to schedule a conversation with the Senior Consultant for this search, Dr. Ginny Horvath (ginny.horvath@academicsearch.org).

START DATE

The next Executive Director of Human Resources is expected to begin work in June 2023.

COMPENSATION

The expected annual starting salary for this full-time (12-month) administrative position at the LCC Downtown Campus is \$130,000 - \$160,000.

APPLICATIONS

Applicants should send these three separate documents (each in PDF format) to LCCDirectorHR@academicsearch.org:

- A detailed cover letter, addressed to the Search Committee, expressing your interest in the position and addressing how you meet the qualifications outlined in this profile;
- A current résumé; and
- A list of five professional references (including their names, titles, organizations, phone numbers, and email addresses), noting the perspective on your work that each could provide.

References will not be contacted until later in the search process and only with the candidate's permission. A background check (including identity, degree, and employment verification and criminal background check) must be completed satisfactorily before any candidate can be offered this position.

APPLICATION DEADLINE

Although this search remains open until filled, for full consideration by the Search Committee, candidates should submit all application materials by **Friday, May 12**.

NOMINATIONS

Although nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to LCCDirectorHR@academicsearch.org. Include the nominee's full name, position, institution, and email address, and Academic Search will follow up.

Lansing Community College is an equal-opportunity educational institution/employer. Lansing Community College programs and activities are open for all persons regardless of race, color, sex, age, religion, national origin, creed, ancestry, height, weight, sexual orientation, gender identity, gender expression, disability, familial status, marital status, military status, veteran's status or other status as protected by law, or genetic information.

Applicants who need assistance at any point throughout the hiring process can contact our HR Employment office at 517-483-1870 or hr-employment@lcc.edu. In accordance with the Americans with Disabilities Act (ADA), applicants with disabilities may request an accommodation by contacting the same number indicated above.