

MARYLAND  
INSTITUTE  
COLLEGE  
OF ART

COMMUNITY  
SHARING

# HUMAN RESOURCES RELAUNCH 2021

**M|I|C/A**

- **Campus Feedback & Needs**
- **Pivot Goals**
- **HR Relaunch Concept**
- **Staffing Design**
- **Next Steps**



**LISTENING FOR INPUT**

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## HR Reimagined Survey: **172 Responses**

- Faculty: 45
- Staff: 89
- Students: 25
- Trustees: 9
- Unidentified: 4

Focus Groups: **Faculty, Staff, Students**

Interviews: **Vice Presidents**

## KEY THEMES

HR Reimagined is an opportunity to shape an HR that...

- **Delivers on the basics**
- **Provides trustworthy complaint handling**
- **Supports performance accountability & professional development**
- **Promotes fairness and equity**
- **Advocates for the people of MICA**

## THEMES & DESCRIPTIONS

HR delivers on the basics, providing dependable services that are:

- **Timely**
- **Knowledgeable**
- **Clear**
- **Consistent**
- **Respectful**
- **Efficient**

## THEMES & DESCRIPTIONS

HR provides trustworthy complaint handling that holds offenders accountable and are:

- **Safe**
- **Impartial**

With an HR staff that is :

- **Empathetic**
- **Responsive**

# THEMES & DESCRIPTIONS

HR promotes:

Performance accountability & professional development

- **Educational, encouraging, mentoring**

Equity in compensation

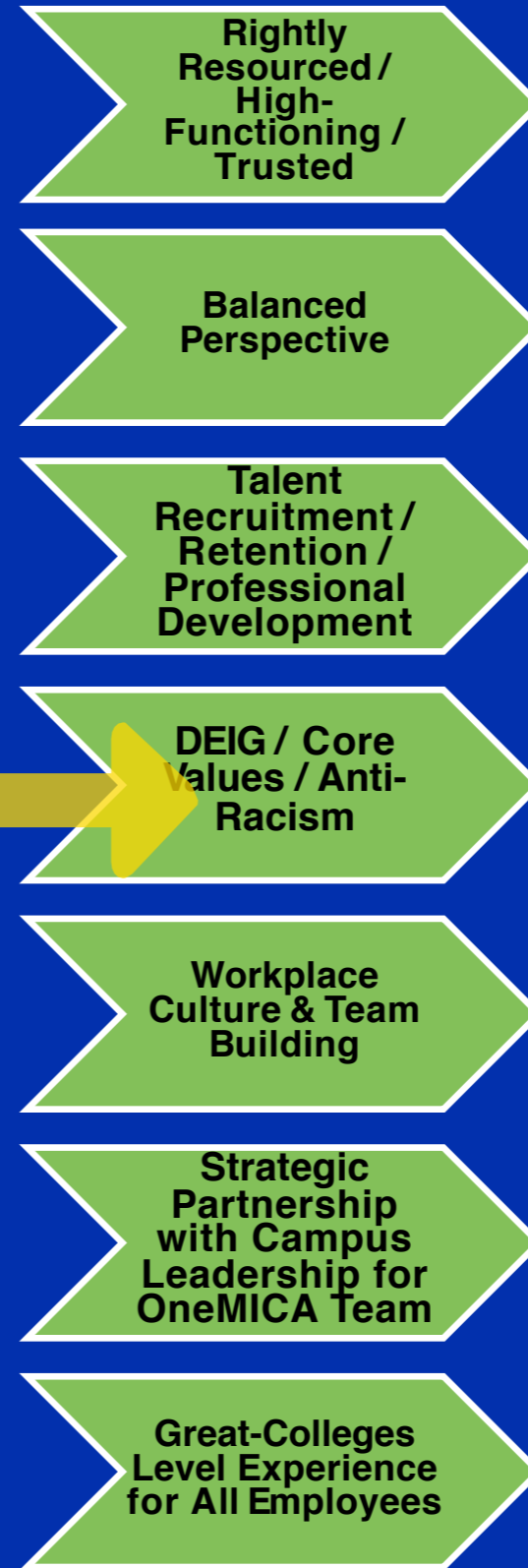
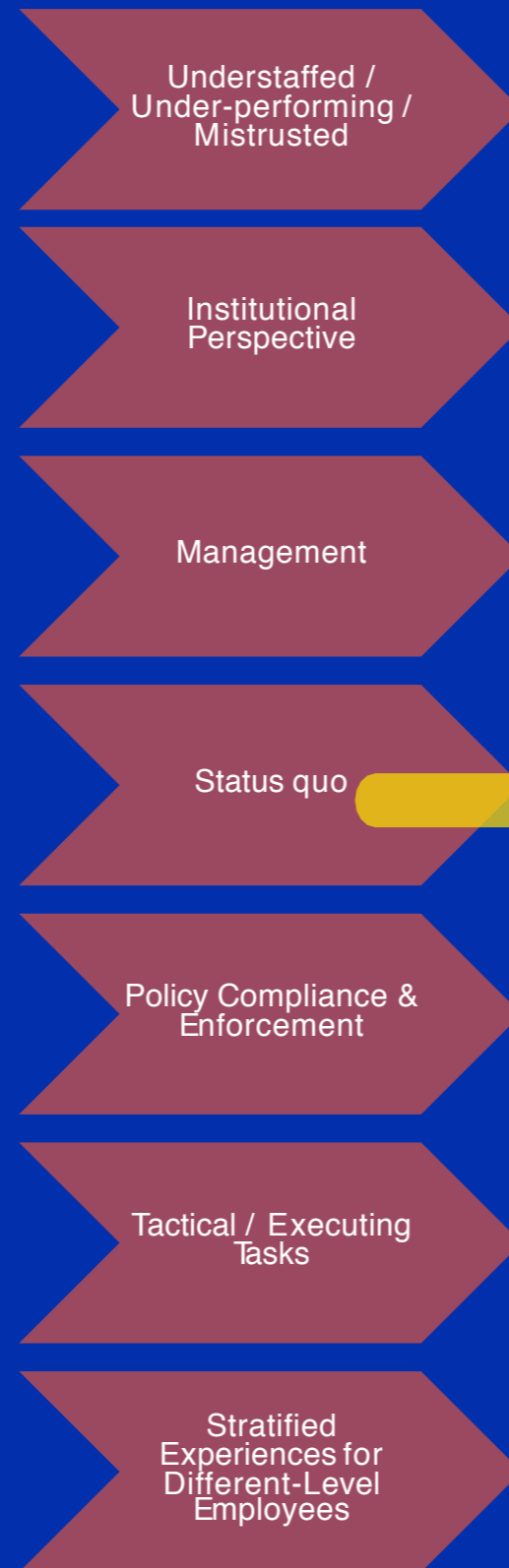
- **Fair, supportive, transparent**

Campus climate

- **Caring, compassionate, people-first**



20<sup>th</sup>  
Century  
MICA



21<sup>st</sup>  
Century  
MICA

**PIVOT GOALS**

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MICA will be stronger, more productive, and truer to its mission & vision if we can provide all employees with:

- **A strong sense of purpose**
- **Performance accountability and development**
- **Fair pay and good benefits**
- **A connective and supportive work environment**
- **A genuine feeling of belonging**
- **Joy and fun in work**





**The campus feedback &  
needs, as well as the pivot  
goals, call for....**



**Advocate  
for the  
PEOPLE**

**Keeper  
of the  
CULTURE**

**Strategic  
Partner to  
LEADERSHIP**

**HR RELAUNCH IS ...**

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# Advocate for the **PEOPLE**

- Trusted by the people (faculty, staff, students, and administration) to do the right thing.
- Respected by the people for its knowledge of applicable policies, laws, and regulations.
- Focused on delivering a high-value employee proposition and increased employee satisfaction and commitment to MICA by:
  - Creating opportunities for professional development.
  - Delivering market-based rewards (compensation & benefits).
  - Positive workplace experiences of faculty, staff, and students.



## Keeper of the **CULTURE**

- Promoting an environment where people thrive in their authentic identities (DEIG).
- Leading the charge for organizational values.
- Crafting a culture of excellence and agility, improving MICA's organizational capacity to change.
- Modeling principles, empathy, and accountability.

# **Strategic Partner** to Multi-Constituency Leadership

- Understanding and enlivening MICA's mission and goals.
- Providing impartial advice and guidance to multi-constituency leadership.
- Delivering on the basic promise of consistent excellence and helpfulness in HR practice.
- Attracting, developing and retaining the talent needed to serve MICA's mission and deliver on its goals.
- Serving as institutional change agent.

**HR RELAUNCH IS ...**

**M | I | C / A**

Create and sustain a **rewarding** and **equitable workplace**, a sense of **belonging**, and a **OneMICA team culture** with and for all campus members to achieve MICA's **Mission, Vision and Tenets.**

# People, Belonging & Culture

**NEW NAME FOR RELAUNCH**

**M|I|C/A**

## People & Culture

- UC Berkeley's HR name

<https://hr.berkeley.edu/about>

# VICE PRESIDENT CHIEF PEOPLE OFFICER & STRATEGIST\*\*

## LEGEND

\*Current Pilot

\*\*New Build

All others exist now in some form

## TALENT

HR Planning, organization  
development, and job classification  
Talent sourcing and search management  
/ onboarding / exit interviews  
Learning and development

## HR PARTNERS

- Workplace culture\*\*
- Team-building\*\*
- Employee relations
- Employee support

## POLICY

- Policy development
- College-wide performance evaluation /  
performance development\*
- Great-Colleges level improvements\*
- College-wide employee communication

## INSTITUTIONAL EQUITY & DIVERSITY

- Title's VII & IX compliance for  
employees
- Work with Director of DEI  
on Diversity programming

**LEGEND**

\*Current Pilot

\*\*New Build

All others exist now in some form

## LABOR RELATIONS

- Contract negotiation\*\*
- Contract administration\*\*

## TOTAL REWARDS

- Compensation and benefits design / market surveys
- Benefits management

## HR INFORMATION SYSTEMS

Workday  
HR data stewardship\*\*  
HR analytics\*\*

## COMMUNITY CARE

- Workplace safety
- Employee wellness
- ADA

**VICE PRESIDENT  
CHIEF PEOPLE OFFICER & STRATEGIST\*\***

**HR SERVICES  
DIRECTOR**

TALENT  
RECRUITMENT  
LEARNING & DEVELOPMENT  
COMPENSATION

HR POLICY POLICY  
DEVELOPMENT  
POLICY COMPLIANCE

HR BUSINESS PARTNERS  
HR GENERALISTS EMPLOYEE  
ENGAGEMENT

COMMUNITY CARE  
WELLNESS  
SAFETY

**HR OPERATIONS  
DIRECTOR**

LABOR RELATIONS  
NEGOTIATIONS  
IMPLEMENTATION

HRIS  
WORKDAY DATA  
STEWARDSHIP  
ANALYTICS

TOTAL REWARDS  
MARKET SURVEYS & PAY ANALYSIS  
BENEFITS

HR FINANCE  
PROCUREMENT  
BUDGET

**EQUITY & COMPLIANCE  
DIRECTOR**

TITLE'S VII & IX  
POLICY COMPLIANCE  
INVESTIGATIONS

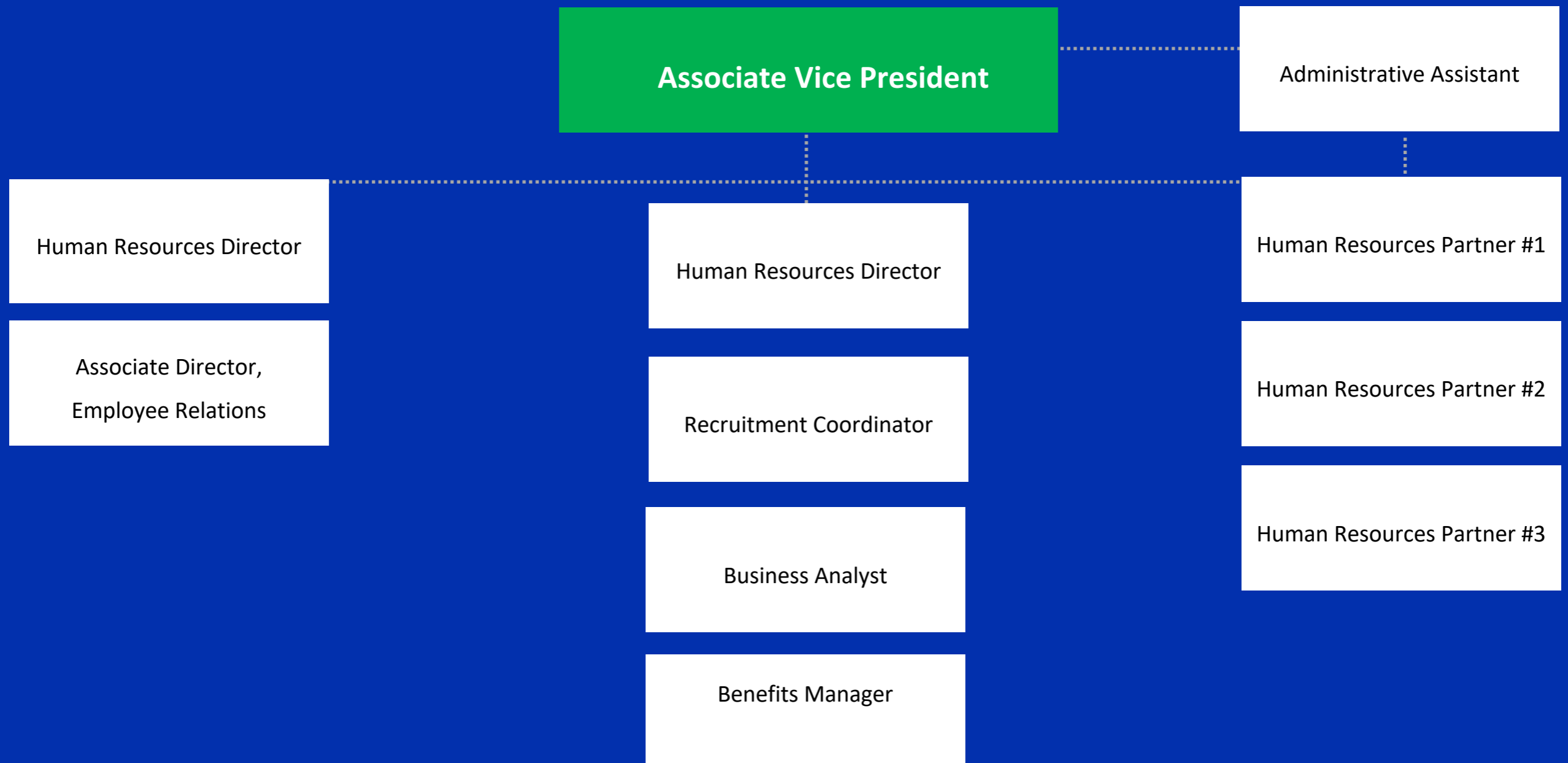
WORK WITH DIRECTOR OF DEI ON  
DIVERSITY PROGRAMS

**PERSONNEL DESIGN: NEW**

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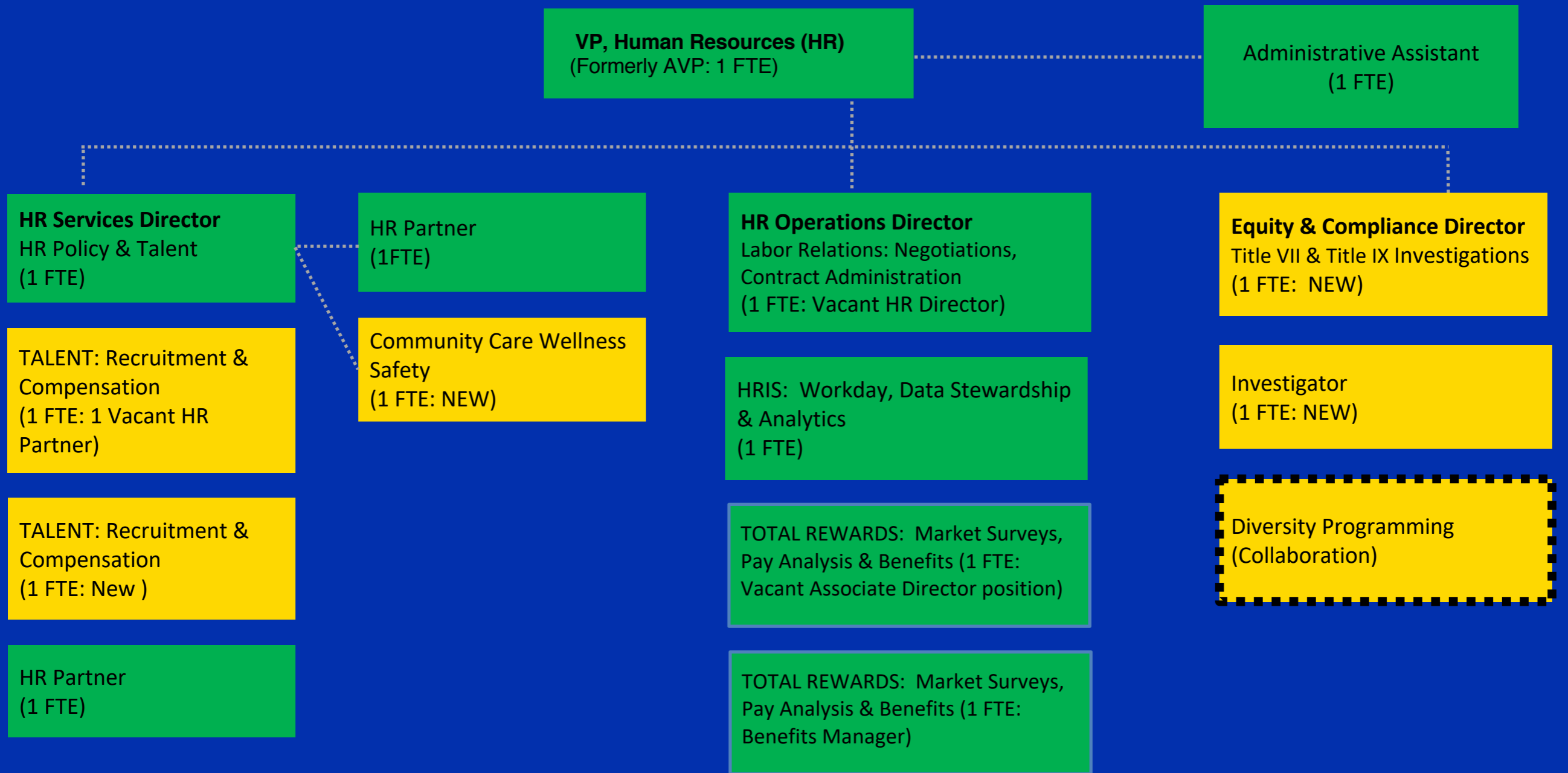


# HR Org Structure



**Current Structure: 11 FTEs**

# Proposed New Org Structure (Conceptual)



**NEW STRUCTURE: 14 FTEs**



- January 2021
  - **Planning of VP Search**
- February - April 2021
  - **National Search**
- May - June 2021
  - **Interviews**
- Summer 2021
  - **Appointment**
  - **Arrival**

**NEXT STEPS**

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- **Sabrina Dépestre**, *Director of Recruitment and Marketing, Open Studies; Great Colleges Steering Committee*
- **Leanne Hafer-Dippong**, *Coordinator for Educational Planning & Development; SEC Executive Committee*
- **Samuel Hoi**, *President, Chair of Search Committee*
- **Sheri Parks**, *Vice President, Strategic Initiatives*
- **Mike Patterson**, *Vice President, Student Affairs*
- **Shadra Strickland**, *Faculty, Illustration*

# Q&A