

BRIAN K. DICKENS, Ph.D., SPHR, SCP

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Strategic Leadership | HR Management | Higher Education Expertise | Executive Coaching

Focused, innovative, and dynamic HR professional with 20+ years of experience working in progressively responsible positions within higher education institutions. Ability to deliver efficient processes, strategic thinking, and a diverse understanding of organizational needs while designing solutions that optimize resources and personnel. Capable of implementing ideas that maximize effectiveness, persuade stakeholders, and demonstrate leadership in all endeavors.

CORE COMPETENCIES

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|------------------------------|---------------------------------------|-----------------------------|
| • Human Resource Design | • Process Evaluation and Efficiencies | • Relationship-Building |
| • Talent Management | • Contract Negotiation | • Operational Leadership |
| • Strategic Planning | • Cross-Functional Team Collaboration | • Persuasive Communications |
| • Organizational Development | • Complex Project Management | • Change Management |

PROFESSIONAL EXPERIENCE

ITHACA COLLEGE -

Ithaca, New York

A comprehensive, residential, student centered private institution with a strong liberal arts tradition for 6500+ students.

Vice President for Human Resources

June 2016 – July 2018

- Provided leadership and direction in developing and executing human resources strategy in support of the overall strategic plan and direction of the College.
- Lead the implementation of the programs, services and activities of the College's Office of Human Resources, Diversity and Inclusion to create a collaborative environment that reflects operational effectiveness, superior customer service, and alignment with institutional priorities.
- Served as a member of the Senior Leadership Team and develops institutional objectives, budget priorities, policies and procedures, and overall planning for the day-to-day administration of the College.

Selected Achievements

- Initiated and implemented a staff compensation study resulting in an updated salary structure, new job leveling instructions and improved market based and driven compensation decisions in alignment with the compensation philosophy.
- Reorganized the HR organizational structures for improved transactional efficiencies, service delivery and transformational strategic collaborations with campus stakeholders.
- Successfully served as administrative lead to the institution in re-negotiating and instituting new union contracts.
- Migrated current on-premise HR systems to a new Human Capital Management system in the Cloud providing for improved system integrations and use of data analytics for strategic institutionally aligned decisions.

TEXAS SOUTHERN UNIVERSITY -

Houston, TX

A university that provides academic and research programs that address critical urban issues and prepare an ethnically diverse student population of more than 9,800 to become a force for positive change in a global society.

Associate Vice President for Human Resources & Payroll Services

August 2011 – May 2016

Executive Director of Human Resources & Payroll Services

March 2008 – August 2011

- Provided strategic leadership to HR department and university, focused on employee relations, employee records, benefits, HRIS administration, learning and development, and wage and salary administration.
- Developed long-term innovative programs that support the university' mission, values, and strategic objectives.
- Consulted and advised university leadership and academic deans, responding to a university-wide reorganization and restructuring efforts that further organizational goals.

Selected Achievements

- Implemented a targeted Mid-Managers Leadership Institute to empower and develop future university leaders.
- Established and evaluated the University Staff Council to support the administrative strategy on staff engagement.
- Accomplished a state-mandated 5% budget cut and reduction in force, leading efforts in a university-wide staffing analysis and workforce evaluation. Reduced the projected number of impacted positions by 50%.
- Utilized HRIS technologies to address future trends and issues in higher education, implementing new dashboard technology for a quick review of HR metrics for university-wide strategy sessions.

PROFESSIONAL EXPERIENCE (CONTINUED)

UNIVERSITY OF HOUSTON - Houston, TX
Founded in 1927, a four year public metropolitan tier one major research institution with more than 39,800 students.
Director of Human Resources September 2007 – March 2008

- Negotiated contracts with service providers, verified compliance with applicable laws and regulations, oversaw the university employee relations programs, and coordinated issues with general counsel as needed.
- Cultivated client relationships with vendors and providers to ensure superior customer service.
- Boosted cost savings and ROI by improving processes, strategic partnerships, and process mapping.

BD CONSULTING, INC. Houston, TX
President & CEO – Human Resources | Payroll Services and Training Consultant January 2002 – Present

- Partnered with a variety of organizations, providing management and staff development services. Companies included: City of Houston, ZT Wealth Financial Services, TEMAC Solutions, Fulton Dental Associates, Inc., and Altus Health Care Management Services (AHMS).
- Generated and implemented learning modules based on individual organizational needs, focusing on strategic management and planning, employee relations, benefits, learning and talent management, and labor law.
- Serve as an employee relations and management liaison among organizational leadership, external constituents, and staff members.
- Implemented company SOPs and change management controls as needed for emerging industry issues.

Selected Achievements

- Increased revenues and efficiencies by 50% through streamlined employment processes and reporting structures.
- Developed policies to ensure employees stay abreast of current and changing trends, increasing productivity.
- Fostered healthy work environments for clients, improving the cohesion and collaboration abilities of work group.

PRAIRIE VIEW A&M UNIVERSITY Prairie View, TX
Director of Student Activities and Leadership April 1995 – April 2004
Assistant Coordinator for Judicial and Student Affairs September 1993 – August 1996
Acting Staff Accountant – Treasury Services September 1992 – August 1993
Staff Assistant – Funds Management Department September 1990 – August 1992

- Successfully resolved a budget department deficit, reviewing protocols and evaluating revenue generation. Increased corporate support by 50%, reviewing contracts and renegotiating terms to benefit the university.
- Reorganized departmental units, leading to strategic visioning and mission planning that further organizational goals. Consolidated departments as needed and provided clear and concise goals and objectives for departments.
- Organized an annual program that strengthened and expanded college student leadership knowledge, fostering relationships with the private sector and securing financial and in-kind support of more than \$100K.

Selected Achievements

- TQM practices boosted delivery of quality student services, greater accountability, and congruence for leadership.
- Student retention and graduate rates increased for participants by 98% and by 80% for the freshman class. Since the initiation, the program grew from 50 student leaders to 350+.

EDUCATION

Ph.D. – Educational Administration and Human Resource Development

Dissertation: "Emerging Trends in Higher Education Human Resources and Implications for Chief Human Resource Officers: A Delphi Study"

Texas A&M University, College Station, TX

Master of Arts – Counseling

Prairie View A&M University, Prairie View, TX

Bachelor of Science – Biology, Minor – Chemistry

Prairie View A&M University, Prairie View, TX

PROFESSIONAL | INDUSTRY INVOLVEMENT

SHRM/HRCI

- Society for Human Resource Management (SHRM) Member, Since April 2004
- SHRM **HR Generalist Certificate** Program, July 2006
- **Senior Professional in Human Resources (SPHR) Certification**, June 2007
- **HR in Alignment Certificate Program**, SHRM, June 2008
- SHRM-Darden Executive Education Program **Certificate – Developing Strategic Capabilities-** June 2009
- SHRM 64th Annual Conference & Expo, June 2012

CUPA-HR

- College and University Professional Association for Human Resources (**CUPA-HR**), Since September 2006
 - At-Large **National Board Member**-2011 to 2014
 - **Chair** - Awards Committee – 2013
 - Corporate Advisory Council - 2013
 - **Chair** – HR Transformation Expert Council, 2012
 - **Co-Lead**- Diversity, Equity & Inclusion Committee – 2012, 2013
 - **Chair** – DE&I Engagement and Outreach Subcommittee
 - CUPA-HR Annual Conference & Expo – Program Committee Member – September 2010
 - Emerging Issues Committee-2011

CERTIFICATIONS

- Franklin Covey All Access Pass Content Certified Facilitator
- Vital Smarts Crucial Conversations Facilitator
- Everything DiSC Workplace Facilitator
- Change Essentials Certified Facilitator
- Executive Coaching Certification (In-progress) Center for Executive Coaching

OTHER

- Association for Training and Development (ATD) Member, Since March 2006
- American Payroll Association (APA), Since February 2011
- National Association of Diversity Officers in Higher Education (NADOHE)
- Society of Higher Education Human Resource Executives (SHEHRE)
- Oracle CHRO Strategy Advisory Council Member - 2016- present
- Bullseye Engagement Advisory Board Member – 2010-present

SELECTED ADDITIONAL ENGAGEMENTS

- **LEAP HR Higher Education Conference Chair**, *Radical Change Through People: Transform Your Culture & Rethink How You Navigate the Interpersonal Dynamics That Drive Decision Making on Campus to influence Real Change* May 2018
- **HR.com/Oracle**, *Driving Institutional Innovation: Strategies and Best Practices in Higher Education Webinar* – March 2018 **100 Black Men of America Houston Metropolitan (BMOAH)** Chapter Board Member, February 2005
- **EACUBO**, *Intergenerational Collaborations: Leading the 21st Century Workforce* - October 2017
- **People Connect**, *HR & Technology: How we make the most of the possibilities* - February 2017, *Data drive results: Using data to benchmark and transform you organization* – February 2017 *Mainstage Keynote Presenter* – Excellence in Education Ward – April 2018
- **Keynote Speaker THEHRA Winter Conference**, *Emerging Trends in Higher Education Human Resources and Implications for Chief Human Resource Officers: A Delphi Study* – February 2016
- **Ellucian Live Conference**, *HR and Technology: How We Make the Most of It*– April 2014
- **TIAA CREF HBCU Leadership Exchange Advisory Board Member**- 2014-15
- **Moderator** -Texas Southern University (TSU) Board of Regents Annual Retreat May 2011-14
- **Department of Education**, *Advancing Educational Achievement Title III, Title V and Title VII Project Directors Conference – Human Resources – Enhancing Training and Development Technologies-* April 2011
- A Discussion on *The Changing Face of Historically Black Colleges and Universities Report: A HR Response* -2013
- White House Initiative on Historically Black Colleges and Universities (HBCUs), Washington, DC - 2013