
KRISTI A. YOWELL, SHRM-SCP, SPHR

High-energy executive with a demonstrated track record of success in human resource leadership within higher education offering more than 20 years of experience in the areas of strategic planning; policy development and administration; recruitment, selection, onboarding, and retention; employee and labor relations; diversity, equity, inclusion, and belonging; compensation management; training and development; benefits administration; HRIS; and data analytics. Proven ability to combine business acumen and human resource expertise to successfully address challenges to accomplish favorable results for the organization. Recognized for integrity, leadership, and the ability to obtain results under pressure.

SIGNATURE PROFESSIONAL COMPETENCIES

Strategic Planning	Management/Leadership	Problem Solving
Budgeting/Fiscal Reporting	Team Development	Project Management
Policy Design & Development	Effective Communication	Critical Thinking
Thought Leadership	Partnership/Collaboration	Negotiating
Forward-thinking	Change Management	Service-oriented

PROFESSIONAL EXPERIENCE

LOYOLA UNIVERSITY MARYLAND | Baltimore, Maryland |

Loyola University Maryland is a prestigious, selective comprehensive Jesuit university with a strong residential liberal-arts-based undergraduate program and professional graduate programs at the master's and doctoral levels.

Chief People and Culture Officer/Associate Vice President for Human Resources December 2023 – present

Responsible for all human resources programming and services, including policy development and communication, talent and organizational development, orientation programming, training and professional development programs, leadership coaching and employee relations, performance management, compensation, benefits and wellness planning and design, and HR operations.

Key Responsibilities & Accomplishments:

- Lead a team of 14 staff members.
- Managing a \$2.2M salary and operational budget (\$10.8M inclusive of employer-paid benefits).
- Developing a multi-year strategic plan for Human Resources in support of the University strategic plan.
- Creating an HR dashboard of key organizational metrics and a strategic HR communications strategy.
- Overseeing a comprehensive staff compensation study with a multi-year implementation plan to address salary adjustments and career progression.
- Implementing a cloud-based HRIS system (Workday) to increase utilization of HR information technology for reporting and metrics, redesigned business processes, and improved operational efficiency.
- Reinstating regular participation in the Great Colleges to Work For survey, using data to inform the University's strategic plan and initiatives, including its goal of being designated a 'Great Place to Work.'

GOUCHER COLLEGE | Towson, Maryland |

Goucher College is a private, independent college offering a comprehensive undergraduate liberal arts education, as well as graduate programs.

Associate Vice President for Human Resources (Chief Human Resources Officer)

March 2020 – December 2023

Served as the principal HR advisor to the Board of Trustees, president, vice presidents, and other College administrators. Designed, implemented, administered, and assessed a comprehensive human resources program (equal opportunity; diversity, equity, inclusion, and belonging; talent acquisition and onboarding; total rewards (classification, compensation, benefits plan design and administration, wellness planning, and leave administration); talent management and development; employee engagement; organizational effectiveness; employee and labor relations; human resource systems; and legal compliance) through the use of policies and procedures, processes, and data systems. Worked with senior leadership to translate the overall strategic vision into forward-thinking human resources operational plans.

Key Responsibilities & Accomplishments:

- Led a team of 7 staff members.
- Ensured compensation and benefit plan competitiveness, refining plans as necessary.
- Led a comprehensive faculty/staff compensation review resulting in the development of a College-wide compensation philosophy aligning with the strategic vision and mission of the College, defined markets, creation of salary grades, and a multi-year implementation plan to address salary adjustments.
- Managed day-to-day spending and reconciliation of \$1.9M budget (\$7.15M inclusive of employer-paid benefits).
 - Saved \$100k through benefits plan renewal negotiations while enhancing employee benefit offerings.
 - Enhanced tuition benefits to include elimination of waiting periods, elimination participation limits, enhanced tuition reimbursement program for employees (i.e., inclusion of terminal degrees), and increased networks (i.e., Tuition Exchange Program, Inc. and Council of Independent Colleges Tuition Exchange Program).
 - Implemented an early staff retirement program and faculty phased retirement program to alleviate budget shortfall with a first-year savings of \$199k and \$156k respectively.
- Oversaw union contract negotiations; negotiated \$78k in salary savings over a three-year contract.
- Created an HR dashboard of key organizational metrics and a strategic HR communications strategy.
- Partnered with marketing and communications to brand and enhance internal and external HR communications.
- Aligned HR services and technologies with the strategic needs and initiatives of the College.
- Implemented a cloud-based HRIS system (Workday) along with other technological automation projects that resulted in increased utilization of HR information technology for reporting and metrics, redesigned business processes, and improved operational efficiency.
- Developed and implemented recruitment strategies designed to attract diverse and qualified applicant pools.
- Coordinated the hire and onboarding of 5 new members of the President's Cabinet, effectively diversifying the composition of the team.
- Reinstated regular participation in the Great Colleges to Work For survey, using data to inform the College's strategic plan and initiatives and improve employee satisfaction.
- Served as HR Advisor on the College's COVID-19 Task Force regarding policy and protocols (e.g., masking and testing), on-site and remote operations during and after the pandemic, and College alert levels. Through a strategized marketing campaign, reached 95% voluntary compliance with workforce vaccination protocols.

- Implemented a comprehensive training and development program focusing on personal and professional development, including leadership and supervisory/management development.
- Implemented employee engagement initiatives including events such as employee tailgates prior to Athletic events, an annual family-friendly picnic celebration, and a service award program.
- Implemented a process for creation of various employee affinity groups.

FREDERICK COMMUNITY COLLEGE |Frederick, Maryland|

Frederick Community College is a public college offering more than 85 degree and certificate programs through credit and continuing education and workforce development.

Associate Vice President for Human Resources & Title IX Coordinator September 2018 – February 2020

Provided leadership and oversight for policy development and implementation; faculty and staff recruitment; job classification; compensation; benefits and wellness administration; employee development; and performance management. Provided advice and counsel to the Frederick Community College (FCC) leadership team specific to human resource policies, procedures, programs, and overall personnel matters. Ensured FCC compliance with federal and state employment and equal employment opportunity laws, and Title IX.

Key Responsibilities & Accomplishments:

- Directly responsible for leading a team of 5 staff members.
- Managed day-to-day spending and reconciliation of \$2.4M budget.
- Developed and administered human resources policies and reengineered procedures for faculty and staff.
- Developed data metrics for HR, analyzed data, and communicated information on trends in higher education.

TOWSON UNIVERSITY |Towson, Maryland|

Towson University is the second-largest university in the University System of Maryland, the 12th-largest public university in the United States. Towson University offers academic programs for both undergraduate and graduate students.

Associate Director of Human Resources July 2013 – August 2018

Responsible for the overall management, effectiveness and efficiency of the Employment, Classification & Compensation and Operations units, and provided indirect supervision of the Employee & Labor Relations, Benefits, and Training & Development units within the Office of Human Resources. Provided advice and counsel to the Towson University (TU) leadership team specific to human resource policies, procedures, programs, and overall personnel matters. Ensured TU compliance with federal and state employment and equal employment opportunity laws.

Key Responsibilities & Accomplishments:

- Directly responsible for leading a team of 15 staff members, including 2 direct reports.
- Managed day-to-day spending and reconciliation of \$2.4M budget.
- Developed and administered human resources policies and reengineered procedures for faculty and staff.
- Developed data metrics for HR, analyzed data, and communicated information on trends in higher education.
- Collaborated with the Associate Vice President for Human Resources, Employee Relations Manager, and General Counsel to develop a collective bargaining agreement between TU and the TU Fraternal Order of Police; ensured adherence to the agreement.

- Oversaw development of strategic partnerships with various Baltimore City agencies, increasing TU's name recognition in the community, increasing TU's pool of diverse applicants, and collaborating in the development and delivery of training content for city residents.
- Developed an internal temporary pool of employees providing competitive wages and job experience for participants, while meeting the temporary staffing needs of TU; many temporary placements have led to permanent placements at TU and other area universities.
- Served as the lead on human resource projects to ensure alignment with TU's mission and strategic goals.
- Procured and implemented HireRight, a system used to automate the Form I-9 process, ensure TU's compliance with the United States Citizenship and Immigration Services (USCIS) through use of E-Verify, and process criminal history background checks.
- Procured and oversaw the rollout of the Taleo cloud-based applicant tracking system to streamline recruitments and expedite the recruitment process.
- Collaborated with internal and external stakeholders on the transition to Workday, a system to be used to process and administer employee benefits for the State of Maryland, including self-service capabilities.

Interim Associate Vice President for Human Resources

July 2017 – December 2017

Provided advice and counsel to the Towson University (TU) leadership team specific to human resource policies, procedures, programs, and overall personnel matters. Ensured compliance with federal and state employment and equal employment opportunity laws. Educated the leadership team on actions recommended and measures taken regarding assessment data, internal data, and information involving external constituents to assess TU's workforce, including representative reflection of designated job market availability.

Key Responsibilities & Accomplishments:

- Lead the human resources department of 23 staff members, including 6 direct reports.
- Responsible for the human resources budget of \$2.4M, which includes funding for employee salaries and operational expenditures.
- Worked in collaboration with the leadership team to design and develop initiatives that align with TU's strategic plan and mission; develops and implements strategies to build relationships with internal and external stakeholders to strengthen and achieve HR and TU initiatives.
- Directed a comprehensive assessment and recommendation roadmap for HR, with a focus on a holistic and integrated HR function, staffing and technology needs, and revision of policies and procedures.

CHESAPEAKE EMPLOYERS' INSURANCE COMPANY | Towson, Maryland |

Chesapeake Employers' Insurance Company, formerly known as IWIF, specializes in providing workers' compensation insurance to Maryland businesses. It is the largest writer of workers' compensation insurance in Maryland.

Strategic Human Resources Manager

October 2010 – July 2013

Designed and delivered training and development programs for leadership, management, and staff professional development. Served as the primary back up to the Vice President of Human Resources.

Key Responsibilities & Accomplishments:

- Provided human resource consulting to management and leadership staff.
- Managed the organizational development process to ensure the most appropriate training and development programs were available to staff members that aligned with their current and future job functions.
- Assisted with the implementation of company-wide succession planning.

- Collaborated with an external consultant to design and develop an Emerging Leaders Program that targeted mid-level exempt professionals identified through succession planning efforts.
- Designed and developed a comprehensive in-house trainee program that targeted recent college graduates and career changers to align them with full-time opportunities with the company.
- Worked in collaboration with the leadership team to design and manage the overall performance management program.

TOWSON UNIVERSITY |Towson, Maryland|

Employment, Classification & Compensation Manager

August 2009 – October 2010

Managed the Employment, Classification & Compensation unit. Ensured federal, state, and institutional compliance policies were enforced and followed.

Key Responsibilities & Accomplishments:

- Managed a team of 4 staff members.
- Oversaw the review/approval process for new hire salaries, reclassifications, promotions, reorganizations, etc.
- Managed annual salary adjustments and contract renewals.
- Performed audits of the University's compensation policies and procedures to ensure they were fair, equitable, and in compliance with EEO laws.
- Identified creative solutions to staffing difficulties, such as the establishment of a Facilities Apprenticeship Program to include job specifications and salary scales.
- Led HR portion of the merger between Baltimore Hebrew University and Towson University.
- Directed the compilation and analysis of data for various reports, including Affirmative Action.

Training & Development Manager

April 2005 – August 2009

Established and managed the Training & Development unit and was responsible for an annual budget in excess of \$65,000.00. Developed and administered policies and procedures specific to training and development. Provided strategic guidance to management staff regarding professional development needs.

Key Responsibilities & Accomplishments:

- Managed 1 staff member.
- Conducted a comprehensive training needs assessment and designed and developed curriculum aligned with Towson University priorities and strategic goals.
- Designed and launched the first higher education consortium cohort-based training program in Maryland, [Building Bridges Across Maryland](#).
- Managed annual service awards program for 300 faculty and staff members, and procured and implemented an automated gift selection process.

LOYOLA UNIVERSITY MARYLAND |Baltimore, Maryland|

Human Resources Generalist

April 2002 – April 2005

Human Resources Assistant

March 2001 – April 2002

FINCH SERVICES, INC. |Westminster, Maryland|

Human Resources Coordinator

December 1999 – March 2001

BACKGROUND AMERICA | Hampstead, Maryland |**Verifications Specialist**

January 1999 – June 1999

TEACHING EXPERIENCE**MCDANIEL COLLEGE** | Westminster, Maryland |*McDaniel College is a private four-year liberal arts college offering undergraduate and graduate programs.***Co-Coordinator**

October 2016 - Present

Graduate Human Resource Development Program

Responsible for working in collaboration with faculty to assess industry needs, recommend program curriculum and course content, coordinating the program schedule, managing faculty employment contracts, reviewing and approving student portfolios, and assisting with reviewing student admission packets.

Adjunct Instructor

August 2007 – Present

Responsible for facilitating learning to students majoring in the Human Resources track. Developed course syllabus and overall course structure for both in class and online courses. Managed assigned courses from start to finish and reported all midterm and final grades in a timely manner. Assisted the Department Chair and Dean during the accreditation process.

Assigned Courses:

Talent Development (HRM513), Introduction to Human Resources Development (HRM500), Organizational Theory and Behavior (HRM501), Introduction to Human Resources Management (HRM502), Talent Acquisition (HRM541), Portfolio in Human Resources Management (HRM550), Capstone in Human Resources Management (HRM595)

TOWSON UNIVERSITY | Towson, Maryland |**Adjunct Instructor**

August 2008 – August 2009

CARROLL COMMUNITY COLLEGE | Westminster, Maryland |**Adjunct Instructor**

August 2004 – August 2007

EDUCATION**MASTER OF SCIENCE IN HUMAN RESOURCE DEVELOPMENT**

McDaniel College, Westminster, Maryland

BACHELOR OF ARTS IN SOCIOLOGY

Minor: Human Relations | Concentration: Supervision and Management of Human Resources

McDaniel College (formerly Western Maryland College), Westminster, Maryland

CERTIFICATIONS

- Title IX Coordinator/Investigator Class Certification, D. Stafford & Associates, 2019
- Title IX Coordinator & Administrator Certification, ATIXA, 2019
- Mediation Certification, Community Mediation Maryland, 2016
- Senior Certified Professional Certification (SHRM-SCP), Society for Human Resource Management (SHRM), 2015
- Senior Professional in Human Resources (SPHR) Certification, Human Resource Certification Institute (HRCI), 2011

- Myers-Briggs Type Indicator Certification, Otto Kroeger Associates, 2006

ACHIEVEMENTS & SPEAKING ENGAGEMENTS

- People Are Talking About You. Do You Know What They Are Saying? CUPA-HR National Conference, Presenter (2023)
- Enhancing Recruitment and Retention Efforts through Compensation Reform, CUPA-HR National Conference, Presenter (2023)
- Market Assessment and Salary Program: A Compensation Case Study, CUPA-HR Maryland Chapter, Presenter (2023)
- Closing the Loneliness Gap, CUPA-HR, Facilitator (2023)
- Quoted as an HR subject matter expert for an article entitled, The Staffing Crisis in Higher Ed - College Administrators' Views on Campus Employment (2022)
- Featured on the [FieldCast podcast, Shaping Culture](#) (2021)
- Featured on Criterion HCM, the [Future of Work podcast](#) (2021)
- Featured in Profile Magazine, [Kristi Yowell Leads Change at Goucher College](#) (2021)
- CUPA-HR 21-Day Equity Habit Building Challenge: Focus on Women and the LGBTQ+ Community, Town Hall Facilitator (2021)
- Creating Inclusive Communities, CUPA-HR Maryland & DC Metro Chapters, Presenter (2017, 2018)
- Partnered with the CUPA-HR government relations team to host the inaugural [Day on the Hill](#) event (2017)
- Thriving Together: HR and Payroll, Charm City Payroll Association Conference, Co-Presenter (2017)
- Peer reviewer for a textbook entitled, Employee Training & Development, (7th edition) by Noe, R.A. (2017)
- FLSA Overtime: How Institutions Are Putting Plans into Action, CUPA-HR, Panelist (2016)
- Quoted as an HR subject matter expert for an article entitled, The Road to FLSA Compliance: How to Get There from Here (2016). *The Higher Education Workplace*, 8(2), pages 34-37
- Quoted as an HR subject matter expert for an article entitled, Appropriate vs. Inappropriate Behavior in the Workplace, by Roth, J., (2013) *Carroll Business Quarterly*, 2(1), pages 14-15
- Quoted as an HR subject matter expert for a textbook entitled, Effective Training, (5th edition) by Blanchard, P.N. & Thacker, J. W. (2012), Chapter 2
- Quoted as an HR subject matter expert for an article entitled, [Snapshots of Successful Collaborations: Building Bridges Across Maryland. \(2009\). The Higher Education Workplace – Blueprints for Transforming Higher Ed HR, 1\(3\), 27](#)
- The Value of Learning & Technology Enabled Learning in a Tough Economy, Maryland Education Enterprise Consortium (MEEC) Conference, Co-Presenter (2009)
- Emerging Technologies: WebEx Panel, Center for Instructional Advancement & Technology, Towson University, Panelist Member (2009)
- Received the SunGard Higher Education Innovation Award in 2009 for being a founding member in the creation of the Building Bridges Across Maryland Program for administrative and clerical professionals, a program which is still in use to date
- Women's Leadership Symposium, Towson University, Keynote Speaker (2006)

COMMITTEES & MEMBERSHIPS

Active Committees & Memberships

- Loyola University Maryland Compensation & Benefits Committee, Chair

- Loyola University Maryland Staff and Administrator Compensation and Benefits Committee, Chair
- College and University Professional Association for Human Resources (CUPA-HR), Member (2001 – 2010, 2013-present)
 - Chair, Learning & Professional Development Committee (2023 – 2024)
 - Vice Chair, Learning & Professional Development Committee (2022 – 2023)
 - Eastern Region Director, National Board (2021 – 2024)
 - Member, Learning and Professional Development Committee (2021 – present)
 - Member, Public Policy Committee (2013 – present)
 - Past Eastern Region roles: Past Chair, Chair, Chair-elect, Board Member (2021 – 2016)
 - Past Maryland Chapter roles: Past President, Founding President (2015 – 2017)
- Carroll County Society for Human Resource Management, Member (2012 – present)
- Society for Human Resource Management, Member (2005 – present)
- Manchester Wrestling, Treasurer (2020 – present)

Former Committees & Memberships

- Goucher College President's Cabinet, Cabinet Member (2020 – 2021, 2023)
- Goucher College Benefits Committee, Chair (2020 – 2023)
- Goucher College 403(b) Retirement Committee, Chair (2020 – 2023)
- Goucher College Title IX Committee, Member (2020 – 2023)
- Goucher College COVID-19 Taskforce, Member (2020 – 2023)
- College Bound Foundation's Urban Scholars Program, Advisory Board Member (2013 – 2023)
- Chesapeake Human Resources Association, Member (2017 – 2020)
- Tree of Friends Foundation (2012 – 2020)
 - Treasurer – (2015 – 2020)
 - Marketing Director – (2014 – 2020)
- Towson University Diversity Council, Member (2017 – 2018)
- Towson University Clery Compliance Committee, Member (2017 – 2018)
- Towson University Government Relations Policy Advisory Committee, Member (2017 – 2018)
- A+ Advisory Boards for Schools, William Paca Elementary School Advisory Board Member (2017 – 2018)
- Towson University Title IX Advisory Committee, Member (2017 – 2018)
- Maryland Program for Mediator Excellence, Member (2016 – 2018)
- Towson University Healthy Campus Task Force (2013 – 2018)
 - Co-Chair (2015 – 2018)
 - Member (2013 – 2018)
- University System of Maryland Women's Forum, Previous Member (2007 – 2010, 2014 – 2016)
 - Newsletter Editor (2015 – 2016)
 - Past-Chair – Supported current Chair and led annual conference committee (2010)
 - Chair – Increased Executive Committee membership by 70% in 1 year; established scholarship endowment; directed marketing campaign including the establishment of an online donation system, leading to a 35% increase in monetary donations (2009)
 - Chair-Elect – Planned and coordinated annual professional development conference for 100 attendees – an increase of more than 50% from prior year; increased revenue more than 100% in 1 year (2008)
 - Recording Secretary - Created monthly agenda and took meeting minutes (2007)
- Towson University Emergency Preparedness Committee (2007 – 2010, 2013 – 2014)
 - Member – (2013-2014)
 - Co-Chair – (2009-2010)
 - Member – (2007-2008)
- HRCI Certification Mentor Program, Mentor (2012 – 2013)