

EXECUTIVE SUMMARY

Creating “Best in Class” HR Organizations!

I: WHO I AM:

A: A DECISIVE CHRO STRATEGIST

An experienced HR leader with a 25-year track record of proactive, client-focused success!

B: CONSULTANT

Assuring the success of the HR leader and the HR group by building a “Best in Class” HR organization

C: AUTHOR/RESEARCHER

Why author-researcher in this resume? Because, I stake my reputation that what I write – in the reality of the workplace in organizations - also works! (2013 to present). For a more in-depth understanding of my thinking, refer to my LinkedIn profile.

II: WHAT I BRING:

Not a cookie-cutter HR leader. Each organization has its unique challenges and it is imperative to put in place solutions that will solve those problems.

Outstanding troubleshooter and problem-solver operationally and strategically. I know how to intervene to resolve the “episodic” problems...

but, more importantly, I also know how to get at the causes that underlie such problems and develop the systemic solutions that provide foundational changes that will endure.

Possess the capacity to interact with, attract, recruit, onboard, mentor, manage, develop, retain and advance the careers of productive colleagues. By use of a “living” mission/vision statement/protocol, I can lead/enable them in the achievement of operational excellence and in developing and implementing key strategic initiatives that will make significant lasting changes in productivity and effectiveness as well as client relations.

Will build organizational capacity – in HR as well as for institutional leadership and managerial, professional and knowledge-worker - that will sustain and enhance the institution.

Broad and in-depth knowledge of institutions; adept at leveraging strong communication skills to forge long-term mutually beneficial relationships with external and internal leaders and collaborators.

In addition to my HR work, possess strong complementary background in

budgeting and planning as well as policy (governance and administrative),

organizational application of technology for streamlining internal operations and external services/communication with clients

strategic change, cost containment and leveraging financial and human capital, including pay and performance strategies.

I have facilitated sessions and training workshops on strategic planning, organizational management, conflict resolution, performance, new leader development, and have an extensive working knowledge in human resources and the academy – the latter due to having held various positions in Academic Affairs – policy, budget, faculty personnel, institutional research and academic planning.

Stemming from my work in institutional research and business process management, I have an appreciation of a client-focused, data-driven/results-oriented approach which incorporates fiscal, programmatic and intellectual capital/human resources to provide, assess and optimize HR programs and services.

III: STRATEGIC LEADERSHIP AND FUNCTIONAL AREAS OF EXPERTISE:

- HR Administration
- Finance and Budget Administration
- Faculty Affairs / Faculty Personnel
- Top-Level Recruiting Talent Acquisition
- Conflict Facilitation and Investigations
- Culture Change
- Policy Creation / Execution
- Professional Development
- Diversity and Inclusion
- Employee Engagement
- Succession Planning, Bench Strength and Building Organizational Capacity
- Advanced Supervisor and Manager Training
- Leveraging Technology
- Performance Management

High-level proficiency Microsoft Office, interests in Analytics and Business Process Management/Process Mapping

III: WHAT I'VE DONE:

Most Recent Assignment: Interim Associate Vice-President for Human Resources – San Francisco State University - February 2019

The array of HR programs and services – including payroll, benefits, employment, employee and labor relations, compliance, training and development, classification and compensation, HR technology, and leaves administration.

Brought on board to take on and resolve three challenges:

- Employee Morale and Engagement

- Customer Service
- Process Improvement

Strategies – Systemic solutions, client-focused, proactive, buy-in on “What We Want To Look Like!”

What we often see as challenges are the manifestations of underlying problems of a systemic nature.

What has led to employee morale and engagement problems? Why is customer service inadequate? Why aren't processes working? And what underlies the problem of employee relations and also of diversity?

Too often, HR leaders focus on “fixing” and troubleshooting the immediate situation. There is a certain logic – “immediate gains” – for doing so. However, the “low-hanging fruit” approach which is attractive and easy to implement tends not to lead to enduring change.

Leaders choose this approach because they often lack the experience and insightful thinking to address the underlying causes of ineffectiveness and dysfunctionality. And by not addressing the underlying systemic problems, those situations will simply come up again because no enduring foundational solutions have been put in place.

Leveraging Technology

A tailored ServiceNow HR developed in-house by HR's Tech professionals. This platform (similar to a CRM) will drive responsiveness to individual client inquiries/requests – tickets, emails, phone calls. This ServiceNow HR platform generates “best solutions” for HR's clients – utilizing elements of artificial intelligence to produce a consistently high-quality, accurate, interactive online knowledge base that interfaces with clients.

Embedding Engagement Strategies

Developed leadership and managerial goals, action plans and reporting – done collaboratively with employees to get buy-in, mutual agreement on priorities to focus on changes that will count and make a difference in the relationships of directors/managers/supervisors and those who work with and for them in the workplace!

Heightens customer service, individual and team/group/office performance, goes far to resolve employee relations issues, and provides for professional development at all levels.

Conceptual Scheme

Positioning HR for Success - Be the “BEST HR OPERATION” in higher education!

Uncompromisingly client-focused!

Systemic solutions – leveraging foundational technologies including analytics

Proactive – What Do We Want To Look Like? – integrate accreditation, mission, strategic plan and develop feasible operational priorities

Driven by “Principles of Leading and Managing” which astonishingly we don't learn at work but from our individual personal lives where we must lead and manage to shape our lives and those of our families and significant others!

AAU HR Institute Vice President (part-time) – New York City (2011-2015)

The Association of American Universities is comprised of 61 U.S. and two Canadian public and private research universities. The AAU-HR Institute's formation is predicated on the recognition of the leadership, governance and management complexities related to size and scope of AAU universities.

The AAU-HR Institute is organized and operated for the purpose of:

1. providing a forum for professional relationships among CHROs who are responsible for the nation's most complex universities;
2. assembling the CHROs of these universities and other academicians in the corporate, public and university sectors for advanced executive development, exposure and opportunities;
3. elevating the human resources discourse and management effectiveness of the nation's major research universities.

Now approaching its sixth year, the Institute holds a three-day meeting in late October-early November in New York City.

Accomplishments:

My specific program responsibilities were to organize the innovative Interactive Discussion Tables (IDT) session – have done so for four years - where the 60 Institute participants engage in six in-depth conversations on high-impact issues over the course of three hours. I developed the topics, worked with the individual CHROs who facilitated the conversation, and moderated/led the debriefing of the discussions held.

This session has uniformly received high accolades, and at the most recent AAU-HR Institute the IDT was rated the #1 session of the Institute.

(Note: I also utilize the IDT format for a similar session that I organize and run at the SHEHRE Summit held each year in Tucson AZ).

Topic one:

How does an organization - and what is the role of the CHRO in - carefully engineering the engagement of the many stakeholders/colleagues in an essential project/initiative/challenge where the focus of those stakeholders understandably may well be on those operational activities for which they are accountable and which are closer to their responsibilities? As we all know, the increasingly importance of technology in all jobs is changing the nature of work as well as the skills we will need. Should we leave it up to each department, organizational unit and/or administrator to address the increasingly important challenge/impact of the technology-employee relationship/interface in productive work, or should HR take the lead? The question is how to get that stakeholder/colleague engagement on this matter.

Topic two:

Your new president gives you a call and says, "You and I, as well as a number of others, are aware that we've got a handful of departments that aren't doing well. We all know these are good people, well-intentioned and doing the best they can, but for whatever reason the department hasn't been doing well for a number years and it doesn't look like they're going to get better. I need a proposal from you that I can take to faculty governance leadership on what to do with these units. Give it some thought as I'd like you to give me a proposal to ponder. OK? I'm counting on you and look forward to what you have to say and your advice. You're free to talk with anyone you'd like and nothing is off the table. Let me know if you have any questions. Thanks!"

Obviously there's a lot riding on this. S/he's not asking academic affairs to take this on, but has turned to you – the institution's CHRO. Lead the discussion – not proposing the solution, but asking your AAU-HR colleagues to talk about how best to proceed – what would they do first, second, third and further that would optimize your recommendations not just being accepted but being implemented.

The key to this one is collaboration. Let's see what people come up with.

Topic three:

Numerous reports say that analytics and big data are rapidly becoming core HR competencies yet the vast majority of organizations are finding that HR is not moving forward with a sense of urgency. Your board chair and the president call you into a meeting and ask "Where are we on HR analytics?"

Here are some key questions: How can we get on top of this new emerging essential for HR; that is, what do we need/what are we lacking? What are the quickest ways to build our capability and begin producing game-changing analytics? What are those analytics? What do we need to produce - It's not going to be turnover and time-to-fill.

Chief Human Capital Officer – University of Washington Tacoma (October 2012 – April 2013)

Recruited to drive an expanded HR operation, the Chief Human Capital Officer provides leadership in advancing the University of Washington Tacoma's strategic plan and improving organizational performance by enabling managers and administrators to attract, recruit, develop and retain highly skilled and committed employees. The Chief Human Capital Officer designs and manages strategies – the development of a Human Capital Workforce Strategic Plan - that assist the University in becoming an employer of choice, while developing a campus culture that emphasizes quality, continuous improvement, and high performance.

1. Wrote a campus Human Capital Strategic Plan.
2. Revised recruiting processes to pursue top-level talent who ordinarily would not apply.
3. Developed proposal to merge faculty personnel and Human Resources.
4. Prepared a compensation proposal for broadbanding of professional knowledge work positions to recognize accomplishments and to incentive high performance.
5. Facilitated the resolution of employee disputes/employee relations issues at the executive level.

(Note: My tenure at UW Tacoma was for slightly more than six months. At the time I was recruited, I was not informed that the campus was subordinated to the Seattle flagship campus of the University of Washington. As this position did not have the autonomy/full scope of authority as advertised, I left the institution.)

CUPA-HR (College and University Professional Association for Human Resources) – 2004-2012

Chief Learning Officer

The lead professional who ensures that higher ed HR professionals have the tools and content in 26 major HR areas to enable them to respond to current and future higher education workforce and HR challenges.

Interfaces with numerous constituencies – committees, other associations, governmental, non-profit and private sector organizations and offices as well as association members and others in the higher education community – to develop and disseminate resources digitally (nearly 20,000 content entries/web links, Twitter, social media, e-Learning) and through traditional channels (phone and emails) that keep HR professionals apprised of latest value-adding materials and programs.

Association's lead professional supporting numerous programs and services such as the Knowledge Center, annual conferences, webinars, pre-conference workshops, and the very successful CHRO Summit.

CUPA-HR Knowledge Center Content Director/Consultant

The founding organizer of CUPA-HR's Knowledge Center. Locates, develops and organizes HR content for CUPA-HR's Knowledge Center – www.cupahr.org/knowledgecenter. Contacts/fosters relationships with CUPA-HR members, the association's corporate partners, other HR- and higher education-related organizations, federal agencies and non-profit/for profit businesses to build web links and electronic files to provide up-to-date content and information in the Knowledge Center.

One major project: "Understanding Higher Education" (a series of website links with annotations on the history of higher education, tenure, governance, accreditation, the organization of higher education, faculty, and other topics across the spectrum of higher education institutions – from community colleges to major private institutions).

University of Colorado at Denver – to 2002

Director/Acting Director Human Resources

Responsible for administration of personnel services programs for the University's faculty, classified staff, and supervisory/administrative personnel of the Denver campus.

Served as campus benefits officer and negotiated numerous retirement and settlement agreements.

Headed campus employee relations program; handled all major difficult employee relations issues – faculty and staff. Investigated and resolved workplace violence and discrimination complaints.

At various times, headed the Affirmative Action office; prepared the annual Affirmative Action plan, and authored the institutional response to a potential finding of non-compliance as the plan hadn't been submitted for a number of years.

Had lead responsibility for review of faculty letters of offer and contracts.

Instituted faculty development program as well as professional development and HR-related IT training programs for campus support staff.

Organized campus-wide group of officers and professional exempt management staff - to facilitate/coordinate cross-institution working relations to support campus strategic goals and operational priorities.

Chaired campus PeopleSoft Implementation committee; of particular note was reducing appointment processing from weeks to a few days for classified staff actions.

Authored two innovative proposals to the state personnel system; the first was a recruitment/selection pilot based on maximizing match between job and the individual selected. This approach to talent acquisition led to an average 50% higher satisfaction with the new employee over the incumbent. The second proposal was to speed up the grievance procedure and the quicker resolution of grievances by having the appointing authority directly involved at the first step.

Developed and managed "The Discovery Series", explorations in the art, history and culture of the ethnically diverse communities of Denver. An acclaimed program, The Discovery Series invited the campus' faculty and staff to experience firsthand the richness of Denver while also building relationships among the Series participants.

Member of the Chancellor's Minority Advisory Committee.

University of Colorado at Boulder – to 1987

Assistant to/Assistant Vice Chancellor - Academic Affairs (budget, policy, faculty personnel, institutional research and planning)

Budget and Finance

Fiscal management/monitoring and development of campus annual operating budget for resident instruction - general fund; faculty and staffing and administrative salaries and operating budgets, auxiliary accounts, gift accounts and capital equipment of the schools/colleges, departments and academic programs.

These budget responsibilities represented 70% of the campus's fiscal resources.

Specific activities:

The coordination of the annual budget process and budget request preparation for academic programs, spending analysis and capture of unneeded funds, executing financial documents to modify budgets on a continuing or temporary basis and to transfer funds to cover expenses/move expenses to appropriate accounts, monitoring faculty salaries with budgeted funds in a position control system - including salary increases as well as coordination with research/external funded sources, review and resolution of issues with school/college and academic departments operating budgets as well as sabbaticals and leaves of absence.

In conjunction with academic/campus leaders, also negotiated and prepared financial settlement agreements, reviewed the administration of the majority of the campus's capital outlay/research startup funds for new faculty, coordinated financial support of the campus' research centers, graduate assistantships and related tuition awards, and coordinated the preparation and authorization of the budgets for auxiliary enterprises related to academic programs.

At the same time during my tenure in Academic Affairs, I was in charge of the faculty personnel office which oversaw all faculty appointment activity, processed payroll transactions and also prepared faculty actions that were submitted to the governing board. Also coordinated the collection of faculty activity reports, conducted analyses of faculty information and provided information for academic program review.

Troubleshooter on a variety of special projects to reorganize campus operations and assure fiscal and operational soundness – Continuing Education division, World Affairs Conference, special non-degree education programs, teaching and research assistant tuition and financial support.

Faculty Affairs/Policy

Developed/revised and/or collaboratively administered policies and procedures (administrative policy statements, contracts, handbooks, various sections of the Laws of the Regents) for academic programs, faculty and exempt staff.

Coordinated faculty sabbatical and other leaves, early retirement program and negotiated early retirement agreements and settlements.

Managed Faculty Personnel Office

Developed numerous technology-based systems - first campus-wide administrative e-mail system; initiated campus PC program, developed on-line and PC-based procedures for faculty salary allocation, recruitment activities, budget expenditure control, computerized entry of faculty salary increase information.

Academic Planning and Budget

Directed the Academic Planning Office - the principal campus institutional research/academic planning office that developed information for state and federal reporting - IPEDES, program review, departmental/school-college/ and faculty productivity information for annual budget process/review, and campus master plans. This office also conducted student services and alumni surveys.

Assistant to the Executive Vice President

Chaired four-campus committees on faculty and classified staff handbook revisions. Developed changes to administrative policy statements and Laws of the Regents.

Minority Program Education Director

Headed the Asian-American Educational Opportunity Program and also co-coordinator with Director of Black Education Program for all minority educational opportunity programs at the Boulder campus.

Other Employment

Consultant with McKnight Associates – faculty compensation study and employee climate survey – findings and recommendations.

Higher Education Accreditation Consultant/Peer Reviewer – Higher Learning Commission; served on two institutional accreditation teams.

Conducted reviews of HR/Affirmative Action/Payroll operations at University of California San Francisco, Golden Gate University, California State University San Bernardino and Central Wyoming College. Conducted self-study of HR operations at CU-Denver for an external team visit/review.

Technical writer/copy editor - Mitsubishi Research Institute (Tokyo Japan) – Project GLOSAS; a worldwide petrochemical model – from discovery, extraction, shipment, refinery, and global distribution

Relevant Professional Activities:

Membership (in varying years) in CAUSE, Association for Institutional Research, the International Personnel Management Association, SHRM, and the College and University Personnel Association.

Treasurer/Secretary – member of the board and executive committee – Society of Higher Education Human Resource Executives (SHEHRE). Built the annual budget for this organization. Managed all banking/financial and tax transactions for this non-profit organization.

Treasurer and member of the executive committee of the national board - College and University Personnel Association.

Served as faculty member for training sessions/presentations at numerous national, regional and state CUPA meetings.

Research Graduate Student – University of Tokyo

Awards and Recognitions:

Dickason Award – the highest award given by CUPA-HR

Designated as Honorary Life Member – CUPA-HR

CUPA Special Achievement Award in Technology and also National Service Recognition Award

Hugh Avery Excellence Award and member of the Academy (leadership) – SouthWestern CUPA Region

First Recipient – Equity and Excellence Award (Administrator category) – University of Colorado at Boulder

Education:

Ph.D. – Political Science, University of Colorado at Boulder

Dissertation: Justiciability and Judicial Power: Legal Standards of Reviewability and the Japanese Supreme Court (An examination of the influence of German legal theory on Japanese constitutionalism)

Personal:

Active, socially competitive athlete – tennis, golf, softball, bowling, skiing, hiking; intellectually and spiritually engaged.