Santa Clara University

Human Resources

Annual Report
Fiscal Year 2025

Santa Clara UNIVERSITY

A Message From the Vice President

Welcome to the 2024-2025 Human Resources Annual Report. Continuing our journey of iterative HR transformation, this report provides a high-level overview of this past fiscal year with easy-to-digest infographics. Grounded by our shared mission and driven by our vision for the future of Santa Clara HR, your human resources team has made significant progress in support of our campus community. With an unwavering commitment to increasing our competitiveness in today's labor market, the team has advanced key initiatives related to compensation, benefits, recruitment, and engagement, while fostering an environment that helps our employees and students thrive.

The HR enhancements and investments made thus far have provided us with a strong foundation to support the strategic priorities included in Impact 2030. While much has been done, there remains much more on the horizon. We look forward to further engaging employees at all levels regarding this process of continuous improvement and HR transformation. I encourage you to actively participate in upcoming opportunities to have your voice heard via surveys, focus groups, pilot programs, our governance structures, and/or by providing feedback directly via hrservicedesk@scu.edu. Santa Clara can only realize our shared mission through the extraordinary contributions of our staff and faculty. It's truly an honor to be of service to our employees, as Santa Clara continues to rise.

Onwards & upwards - Go Broncos!

Zenobia Lane
Vice President, Human Resources

Mission

To create a dynamic and inclusive work environment that welcomes and values the diversity of our staff, faculty and student employees.

Vision

We provide competitive and comprehensive total rewards and wellness programs. We offer a range of exciting developmental opportunities and create policies and programs that support the University's mission and enable people to be their best and do their best work.

HR @ a glance

GENERATIONS IN THE WORKPLACE

1925

2012

From Gen Silent to Gen Z

YOU'RE HIRED!

177

New staff hired from 189 open requisitions and 4,038 applicants

EMPLOYEE WELLBEING

80
Participants of the Mission Walk in Oct

479
Engaged users of the Calm App out of 667 registered

410
Participants in the Go Move Challenge for a total of 631,256 minutes

606
Employee appointments for financial consultations

89
Nutrition counseling appointments offered

1453
Massage chair appointments

HOW LONG HAVE YOU WORKED HERE?

10 Yrs*

*Average tenure of faculty and staff

CHECK PLEASE!

117,497

Number of payroll checks processed

ARE YOU THE RIGHT FIT?

63

Days on average to fill a position

CLIMBING ON UP

92
Internal promotions of Staff members

26
Internal promotions of Faculty members

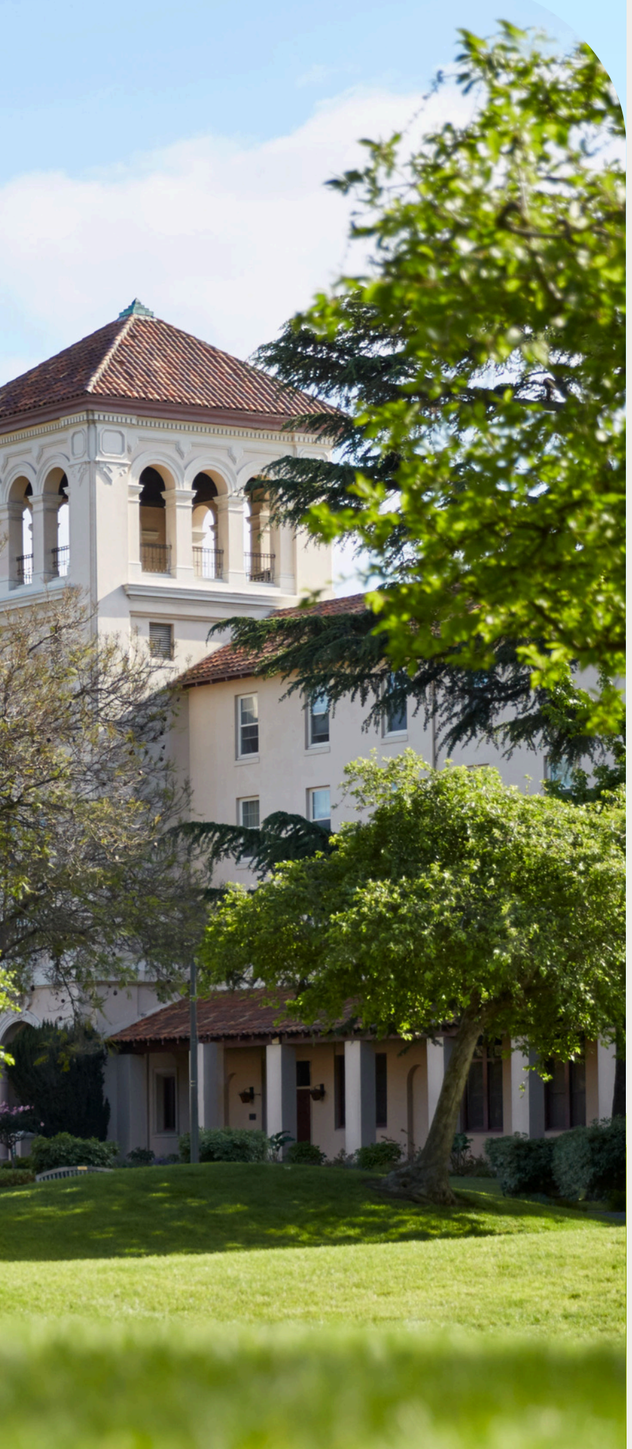
BENEFITS AND WELLNESS FAIR

31
Vendors at the fair

375
Employees that attended

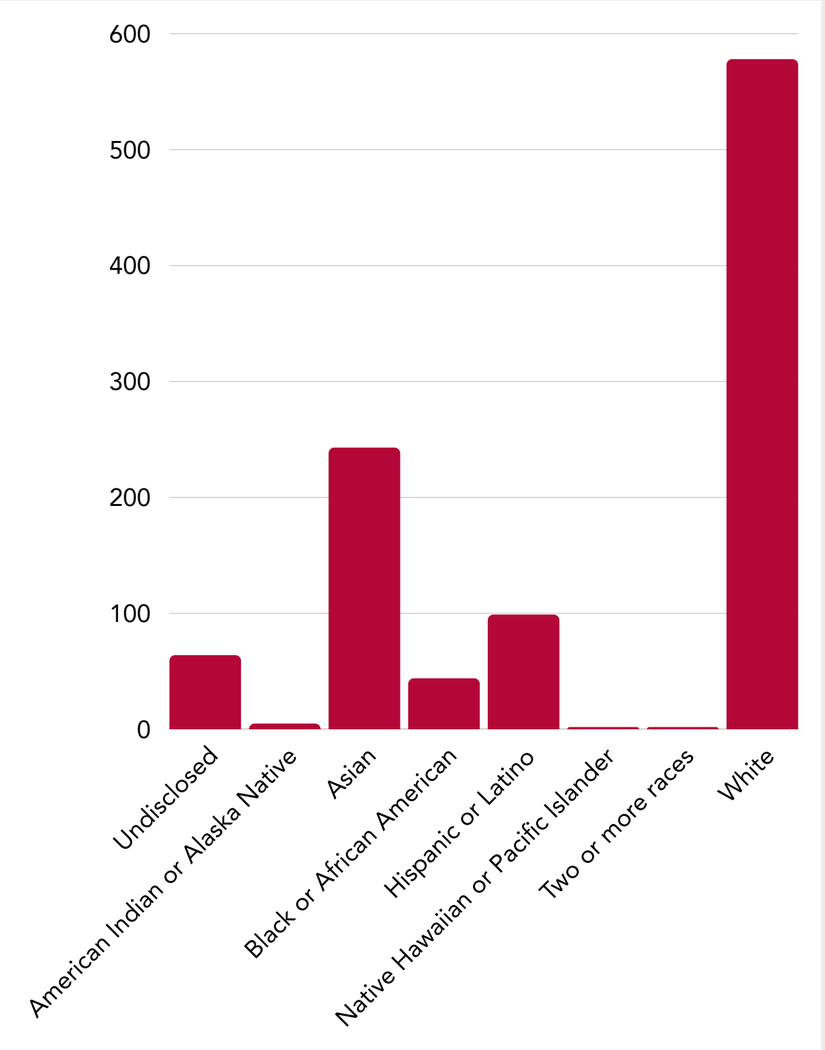
Demographic Data

SCU employs over 900 faculty and over 1,300 staff employees. Represented in our diverse employee population, we have five different generations in our workplace. While recent research from trusted sources, such as the College and University Professional Association for Human Resources (CUPA-HR), predict an increase in higher education turnover rates, SCU’s average length of employment remains 5 years higher than the average anticipated length of tenure.

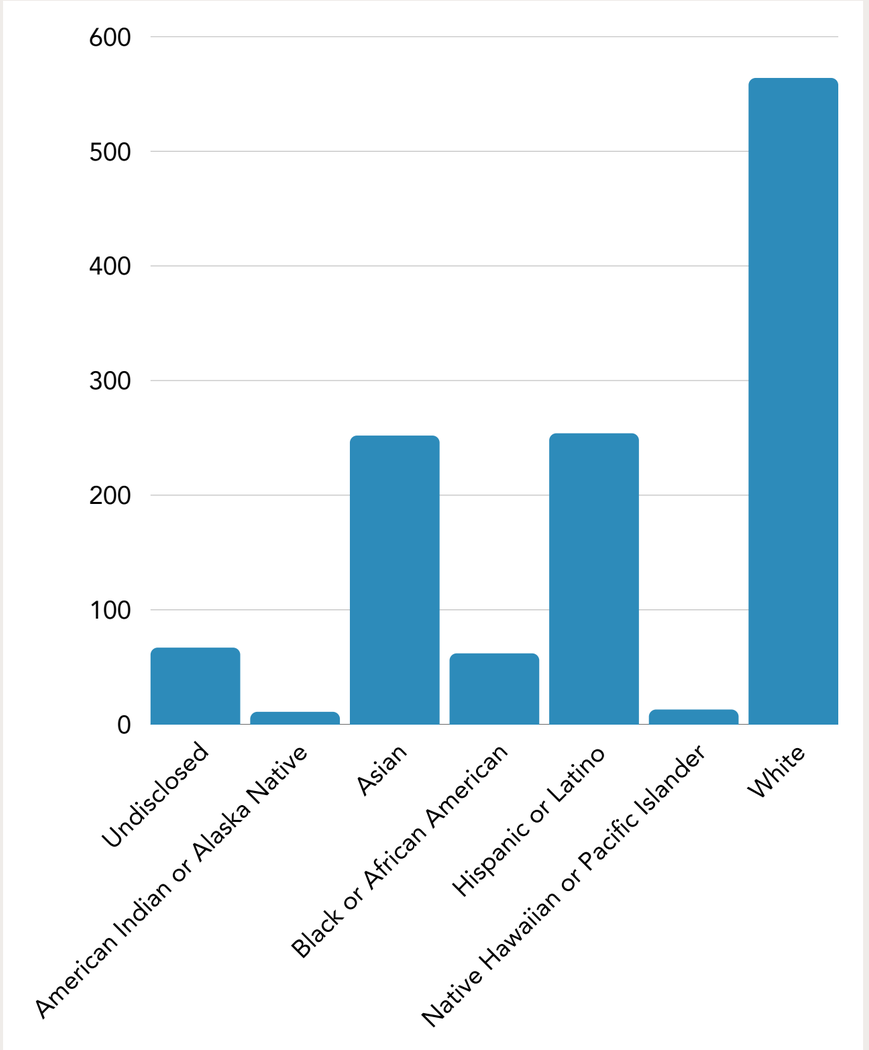


Ethnic Diversity

Current Faculty

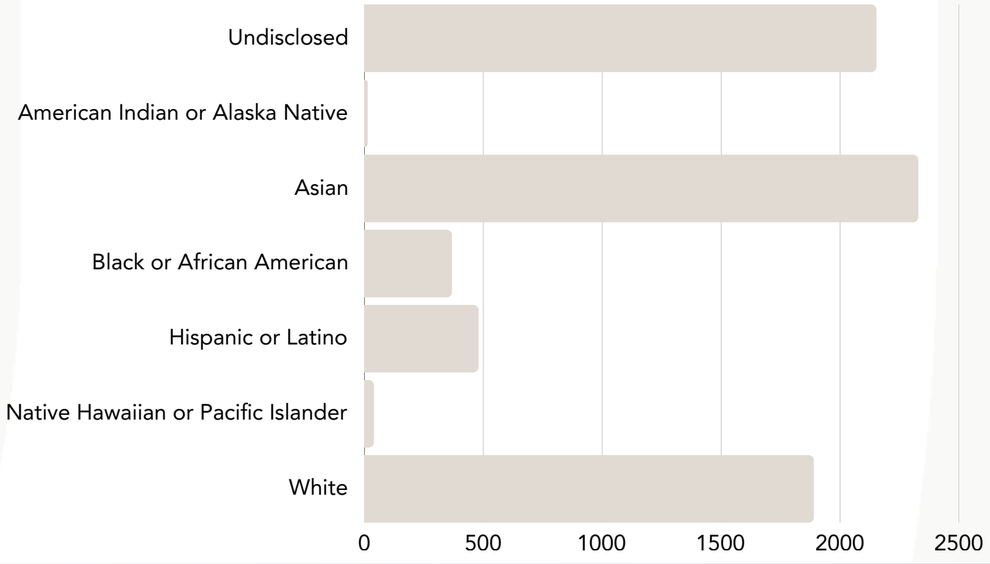


Current Staff

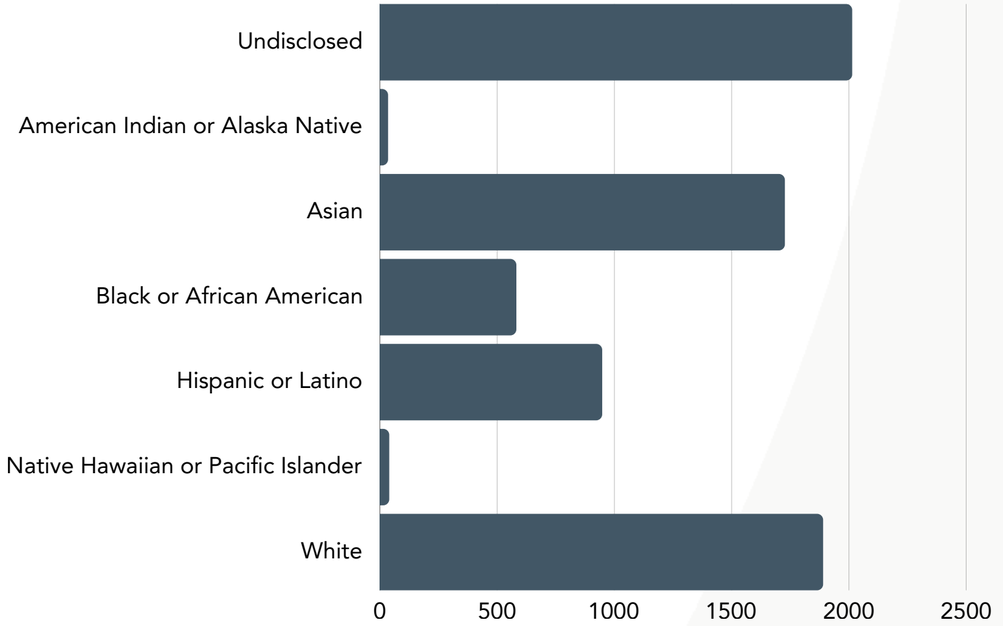


Ethnic Diversity

Faculty Candidates

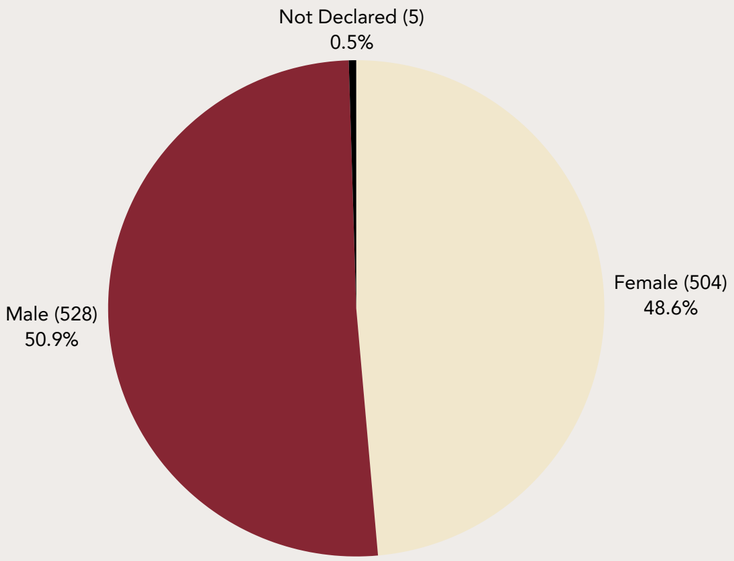


Staff Candidates

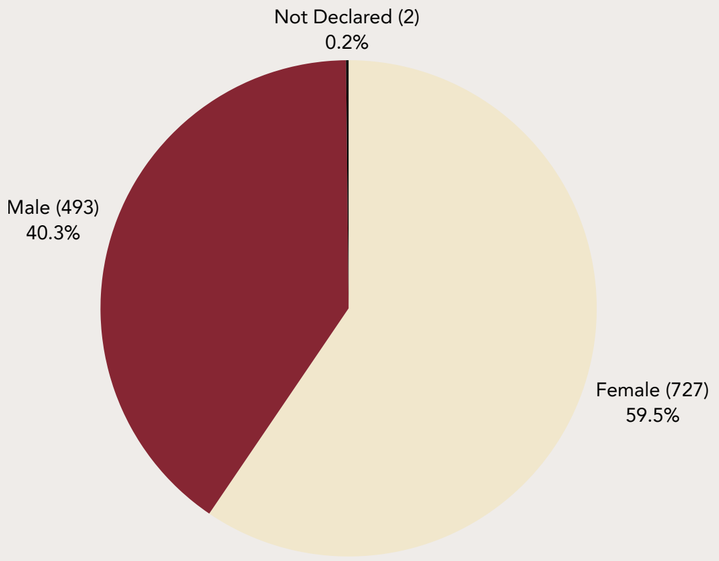


Gender Diversity

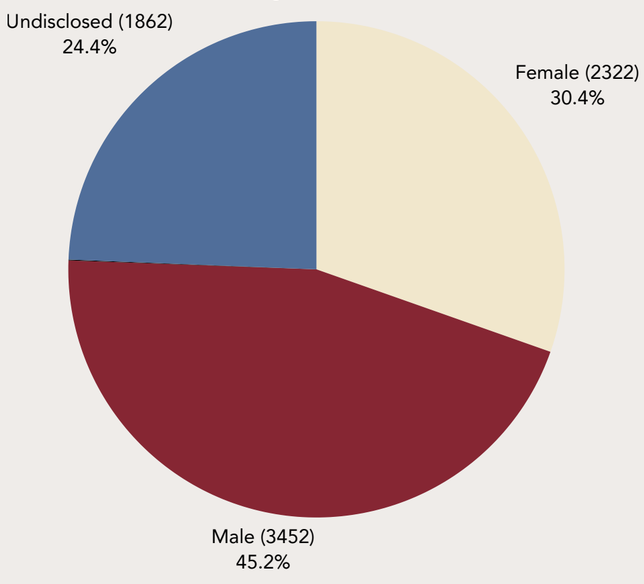
Current Faculty



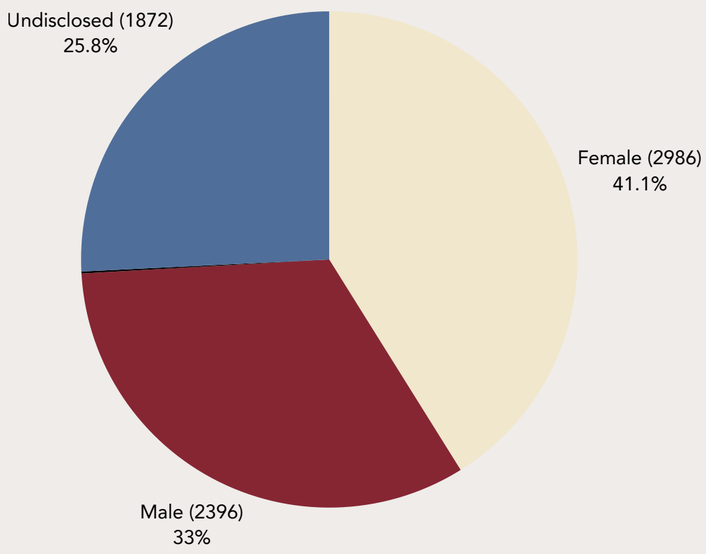
Current Staff



Faculty Candidates



Staff Candidates



All in a Workday

1020

Reports delivered to the community

This includes new and existing scheduled reports that provide critical HR data to support the work happening in the many functional areas of the employment lifecycle.

31

Security roles

These unique system security roles were modified and assigned to end-users to protect the data access and security parameters of Workday information and business processes.

59

Business process updates

Regularly reviewing and modifying our business processes keeps the Workday system in tune with the University's changing needs. These items include workflows and actions that reduce or eliminate manual processes.

15

New functionality

New and enhanced functionality intended to improve the end-user experience, or to address critical or legislated business process needs. It includes items such as pay hub, career hub, model my pay, Adobe eSign, Home Cards, Important Dates, Timely Suggestions, My Tasks, etc.

42

Policy changes

New functionality or enhancements to existing functionality to address policy or legislative changes. These include additional PTO, hours worked calculations, changing vaccination requirements, CA sick leave, benefits open enrollment, collective bargaining updates, and student job postings.

15

Integrations

The introduction of new benefits vendors and other system changes required updates to our multiple file integrations. This includes any processes to generate and remit/ receive data files to/from other systems, such as new external providers, parking services, key revalidates, Workday template updates, etc.

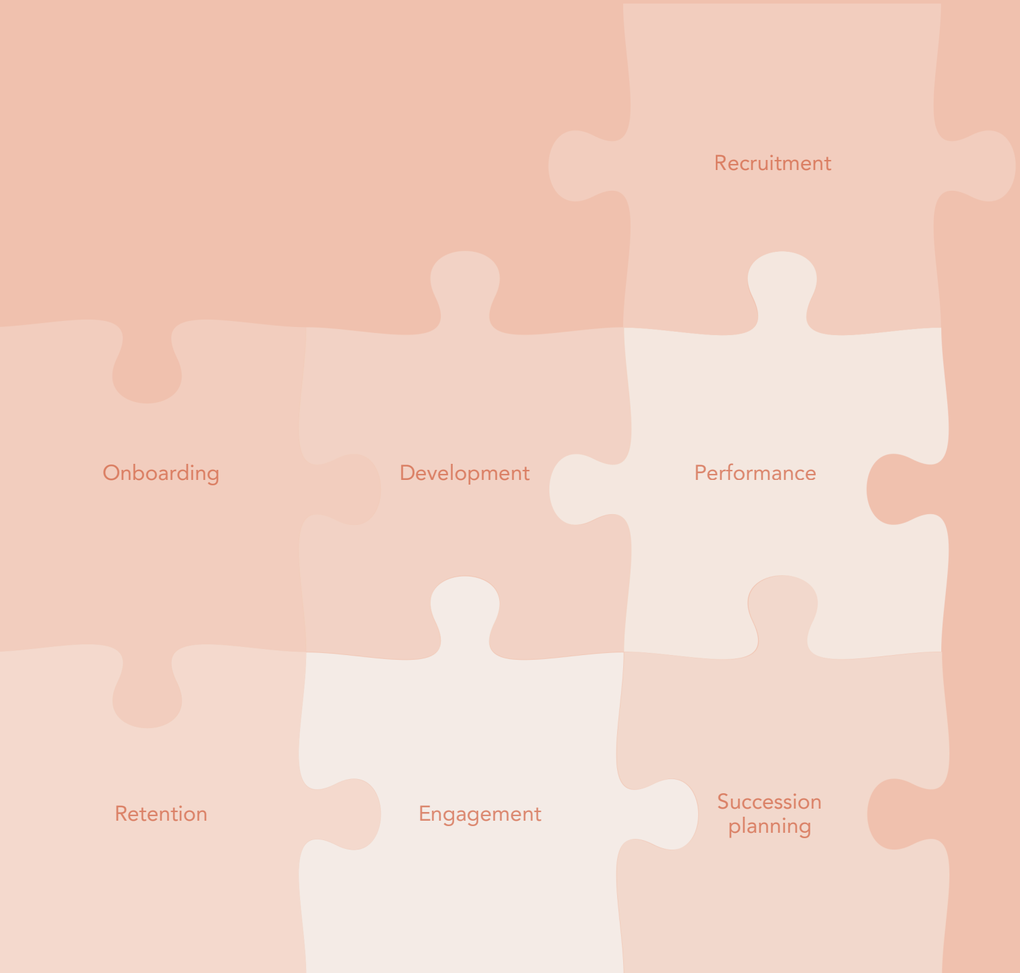
32

Workday education

New user guides, timely suggestions and announcements are always being created/ updated to support our employees' ability to access their information on-demand, without hassle or confusion.

TALENT MANAGEMENT

Metrics and Enhancements



Talent Management Metrics and Enhancements:

Retention Rate for FY25
Staff 86%
Faculty 91%

Onboarding focus groups- new hires:

To deepen our understanding of new hires' experiences and uncover friction points within our onboarding process, we held an onboarding focus group. This approach allowed participants to share candid feedback about what worked and what did not, from the offer stage through the first few days. The goal was to go beyond survey data and capture actionable insights into communication breakdowns, technology gaps, and coordination between HR and hiring departments. Engaging directly with recent hires helped us identify subtleties that standard metrics might overlook, paving the way for targeted improvements.

Onboarding focus groups new-hire managers:

To gather deeper insight into the onboarding experience from the perspective of new-hire managers, we conducted a targeted focus group with those who recently onboarded team members. This discussion allowed managers to compare and validate common experiences around communication gaps, timing issues, resource clarity, and HR-department coordination, revealing not only what new managers feel but also how their teams experience onboarding through their view.

Onboarding Dashboard:

We've updated the onboarding dashboard to offer visible, user-friendly support for essential first-day needs, reducing confusion and empowering new hires to get started smoothly. Now, the dashboard includes:

- **I-9 Verification**: Form I-9 instructions and a list of acceptable documents, with direct contact info for the HR Service Desk (hrservicedesk@scu.edu) in case clarification is needed.
- **ACCESS Credential Submission**: A link to the ACCESS Credential Office for submitting your ID photo, retrieving your badge, or setting up a mobile credential via Apple Wallet.
- **Parking Permits**: Clear instructions on purchasing a staff/faculty parking permit through Parking & Transportation Services or the MySCU Portal.
- **Campus Safety Contact**: Easily accessible contact information for Campus Safety Services for both general inquiries and urgent safety needs.
- **SCU Password Reset Support**: Quick access to the Technology Help Desk's "Quick Start Guide" for setting up your SCU username, password, DUO two-factor authentication, and Workday login.

By consolidating these critical resources into one location, the dashboard directly addresses common pain points so that new employees feel supported from day one.

Talent management

At SCU, we use talent management to attract, develop, and retain skilled employees. Several components of talent management include, talent acquisition, employee development, performance management, succession planning, employee engagement, talent retention, and workforce planning. Talent Management helps our organization achieve its strategic goals, drive performance, and maintain competitiveness by tending to the heart of our University - our employees.

Learning & Development

We believe that continuous learning and development are key to personal and professional growth. To support this, we offer a comprehensive suite of programs designed to meet the diverse needs of our employees. Whether you're a new hire, a seasoned leader, or somewhere in between, our programs provide valuable opportunities for skill enhancement and leadership development.

In collaboration with Mission & Ministry, Leavey Executive Center and Human Resources, hosted the 2nd SCU ***Heroic Leadership for All*** cohort with ten faculty and staff across campus.

With Student Life, the Career Center and Human Resources, hosted 65 faculty and staff in a workshop with Andrew Ceperely, author of ***Tone Setters in the Academy***.

New Compliance: In collaboration with Campus Safety, Title IX, and General Counsel offices initiated SCU specific ***Workplace Violence Prevention Program Training*** via Vector

Facilitated ten retreat workshops for in-tact workgroups and divisions, with 132 participations

Seventeen campus leaders completed The Challenge to Lead retreat from March 3 - March 7, joining a growing network of over 170 active alumni who have participated in the leadership development program.

Provided over 130 coaching sessions for managers utilizing internal and external coaches.

Hosted 15 Management Excellence sessions with added sessions on Policy updates and Budget & Finance to the Management Excellence series.

In collaboration with the Office for Diversity and Inclusion, held 10 Inclusive Search Trainings with 62 participants.

ODI, Mission and Ministry and HR hosted three ***Community Conversations*** leading to and post the 2024 presidential elections.

Talent Management (Continued)

Restorative Justice

Human Resources piloted 8 community circles this year related to: leading staff in uncertain times, the challenge of leading through change, women empowerment, creating space for difficult dialogues, goal and intention setting, rolling forward/falling back, and exploring the new hire experience.

Integrating restorative justice into Human Resources (HR) practices fosters a more inclusive, community-oriented, and accountable workplace culture. By emphasizing dialogue, mutual understanding, and repair over punishment, restorative justice offers a framework for addressing conflict, harm, and misconduct in ways that strengthen relationships and community trust. In HR settings, this approach can be applied to employee relations, conflict resolution, conduct processes, and organizational change efforts—providing space for all parties to be heard, take responsibility, and collaboratively develop solutions. Ultimately, embedding restorative justice principles into HR work supports employee well-being, equity, and a more human-centered approach to workplace management.

Student Employment

HR participated in 11 engagement and outreach sessions and events to connect students to campus employment opportunities.

Impact Highlights:

- Increased awareness of Federal Work-Study and student job search strategies
- Strengthened collaboration with Financial Aid and HR stakeholders
- Improved student preparedness and understanding of on-campus employment processes
- Supported early career development culture for new and returning students

Wellbeing & Benefits

41

Employees

Our annual Staff Appreciation Event honored 41 employees, celebrating a cumulative 1165 years of service, recognizing milestones from 5-50 years of service

606

Financial Wellness

There were 606 contacts with Fidelity and TIAA financial consultants

24

New Employee Benefit Orientation

Conducted 24 New Employee Benefit Orientations for over 175 new employees and held specialized orientations for new employees

2

Open Enrollment

Hosted 2 Open Enrollment Sessions with MMA and set up one-on one appointments

12.1%

Bright Horizons Program

12.1% of employees are registered, and of those, 43% are actively using services

375

Bronco Benefits

We also held the Bronco Benefit Breakdown Series, presenting 12 sessions, including 9 at Staff Senate meetings,1 at the Faculty Senate, and 2 ad hoc sessions on tuition benefits.

667

Calm App Sign-ups

667 employees signed up for the Calm App, and 72% are actively using the app

410

Go Move Challenge

410 participants joined the Go Move Challenge. 631,256 minutes total movement for SCU, resulting in 1st place!

Kids on Campus (KOC)

Subsidized on-campus child care provides a great benefit for employees with small children. This year, we served 22 faculty and 27 staff with a total of 58 children in our classrooms.

- employed 25 students (24 undergraduate, 1 graduate), who gained valuable work and life experience in our community.
- worked with professors from the Education and Counseling Psychology Department to offer classroom observation opportunities for MFT students, which helped them witness and understand the value of play and caregiver relationships. We also worked with an undergraduate Child Studies class that offered their students opportunities to develop effective leadership skills and curriculum strategies.
- installed a new shade structure on the playground after a successful Day of Giving campaign.
- connected with campus departments like the Women's Soccer Team to join a practice and learn from strong campus female role models.
- participated in campus wide cultural events such as Dia de los Muertos and Lunar New Year.

Where we are...

During this past Fiscal Year 2025, the Human Resources team has listened intently to feedback from our constituents and continued to advance our progress in several areas of strategic importance. Informed by the University's Impact 2030 plan, and survey results submitted by members of the President's Cabinet, senior leaders from academic/administrative units, HR liaisons, and Salary Planners, the Department of Human Resources has launched its HR Strategic Priorities. These five priorities will drive our projects and deliverables over the established five year period. Our complimentary strategic priorities include:

- Talent Acquisition & Development
- Total Rewards & Recognition
- Inclusion, Engagement & Belonging
- Strategic Partnerships
- Operational Excellence

Additionally, the HR team partnered with the Benefits Committee to administer the annual employee benefits survey. The survey results reflected a growing desire to better understand the University's diverse benefits offerings, and the desire for customized benefits support. Based on this feedback, the University introduced an interactive benefits enrollment decision support tool via Alex/Jellyvision for both current and newly hired benefits-eligible employees. Alex allows employees to answer questions posed by their virtual benefits guide and provides a detailed comparison of the best benefits options customized for themselves and/or their dependents.

In partnership with the Inclusive Excellence Division, Human Resources has designated a Deputy ADA Liaison, serving on the newly formed SCU Beyond Compliance committee. As the new Deputy ADA Liaison within HR, our Senior Benefits Specialist has worked to revise the employee accommodation process to better support compliance, ADA best practices and SCU's culture of (access)ibility.

The University implemented the Year 1 Action Plan for staff compensation. Following the completion of an external compensation review of approximately 600 staff positions, SCU launched a new staff compensation structure and reassigned impacted staff positions to new salary grades. To support increased transparency, HR launched the Total Rewards webpage, where employees can track our progress for the compensation projects, review our updated compensation guidelines, access FAQs, and sign-up for ongoing open information sessions.

The HR team also piloted two new staff performance management enhancements this year. In an effort to facilitate greater equity and rater reliability in the annual performance assessment process, HR piloted:

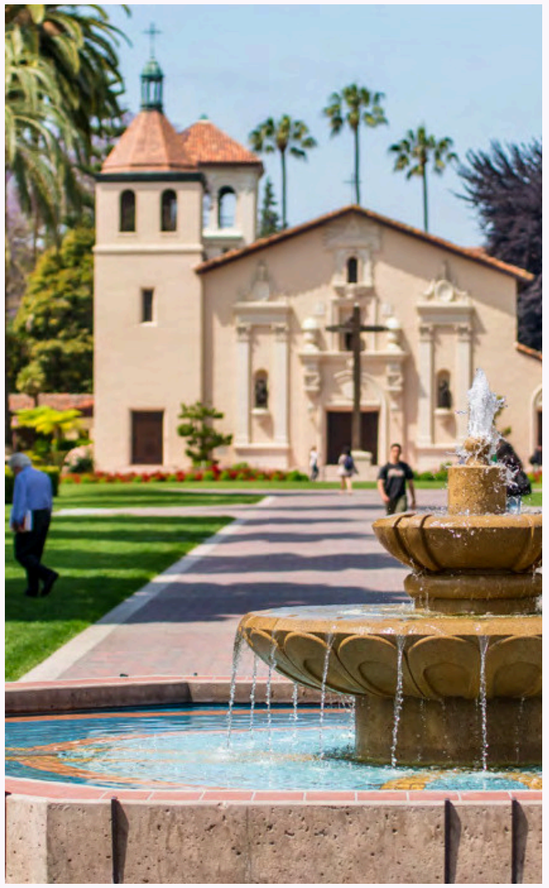
- *Performance Calibration* : process by which leaders convene to review and align performance ratings across teams to ensure fairness, objectivity, and consistency.
- *Cascading Goals* : strategically aligned performance goals are established by executive leaders and cascaded down to individual contributors.

Where we are going...

Following the success of the FY25 pilot programs for performance calibration and cascading goals, the HR Employee Development team will continue to rollout both of these enhancements to the staff Performance Management process for all Divisions in FY26. To better align our performance management cycle with the fiscal year, we will also be exploring the annual timeline and cadence of staff performance appraisals in Workday.

The HR Benefits team will be launching a 403(b) auto enrollment option for all eligible employees. Auto enrollment will be offered to help our eligible employees build long-term savings and provide a source of income during retirement. Retirement providers and financial planning best practices recommend saving approximately 15% of pre-tax income for retirement. Together with SCU's 10% contribution and an optional employee enrollment at 5%, eligible employees can save the recommended 15% toward retirement planning.

In FY26, the HR Workforce Planning team will be launching our strategic recruitment initiative. This enhancement to our talent acquisition process includes additional resources and support for hiring managers and search committees.



The HR team looks forward to continuing our work on many ongoing projects, including implementing Year 2 of the staff total rewards action plans. In FY26, we anticipate investing further in salary grades 01 - 06 to bring eligible staff to the market-target. Additionally, we look forward to supporting the people-focused outcomes from the 2025 Campus Climate Survey, implementing data dashboards in Workday, supporting retirement savings goals via auto enrollment, and introducing new learning and development initiatives.

Meet your HR Teams

HR Administration

Zenobia Lane
Vice President, Human Resources

Joe Nehil
Executive Assistant, Human Resources

Yolanda Murry
Human Resources Assistant

HR Operations

Agustin Ruiz
Assistant Vice President,
Human Resources

Maria Silva
Manager, Human Resource
Information Systems (HRIS)

Mariela Rodriguez
HRIS Specialist

Anna San Diego
Senior HR Data Specialist

Payroll

Michelle Brucal
Payroll Manager

Workforce Planning

Sheila Javier
Director, Workforce Planning

Abby Molina
Senior HR Partner/ Compensation
Specialist

Aryana Alverez
Senior HR Partner

Delilah Montoya
Senior HR Partner

Drew Perez
Senior HR Partner

Melissa Minato
Senior HR Partner

Adrian Torres
HR Associate

Priscilla Ambriz
HR Associate

Silvonnah Saulus
HR Associate

Employee Development & Wellness

Shirley Mata
Director, Employee Development
& Wellness

Alma Ruiz
Director, Kids on Campus (KOC)

Debby Merryman
Health & Wellness Program
Administrator

Employee Development & Wellness (continued)

Jane O'Brien
Manager, Benefits

Georgina Santiago
Senior Benefits Specialist

Shana Bruno
Senior Benefits Specialist

Becki McClure
Senior Benefits Specialist

HR Liaisons

Special thanks to our HR Liaisons who support HR communications and operational needs for their respective functional areas.

Donna Bolio
Exec Asst to Dir of Athletics
Athletics

Ann Bucher
Auxiliary Services Business Manager
Auxiliary Services

David Cajigas
Senior Director, University Operations Services
Facilities

David Clark
Senior Assistant Dean, Engineering
Engineering

Monica Delong
Director, Finance & Operations
Markkula Center

Charity Garcia
Director of Finance and Administrative Operations
Enrollment Management

Jennifer Grady
Business and Finance Operations Manager
Jesuit Community

William Kendall
Assistant Dean, Finance & Administration
Jesuit School of Theology

John Kerrigan
Chief Investment Officer
Investment Office

HR Liaisons (continued)

Jason Lau
Assistant Vice Provost for Student Life, Finance & Administration
Student Life

Mo Lotif
Assistant Vice President, Inclusive Excellence
Inclusive Excellence Division

Monica Manriquez
Executive Director/Administrative Officer for University Relations Operations
University Relations

Rima Nemechek
Senior Assistant Dean
School of Education Counseling and Psychology

Mike Nuttall
Assistant Vice President Mission and Ministry Division
Mission and Ministry Division

Soniya Patel
Senior Assistant Provost for Finance and Administration
Provost Office

Alejandra Ruiz
Assistant Director, Finance and Administration
Marketing and Communications

Stacey Sauber
Senior Director
Miller Center

Ramona Sauter
Associate Vice President
University Finance Office

HR Liaisons (continued)

Kathleen Schneider
Senior Assistant Dean
College of Arts and Sciences

Mary Simms
Director of Operations
Academic Affairs

Suzanne Yusef
Senior Director of Finance & Administration
Information Services

Visit Us @

scu.edu/hr

Santa Clara
Human Resources