



Leadership Profile
Santa Clara University

Prepared by Robert Half - Executive Search
Vice President Human Resources

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About Santa Clara University

Founded in 1851, and located in the heart of Silicon Valley, Santa Clara University blends high-tech innovation with an emphasis on personal, humanistic formation and social consciousness that animate the Jesuit, Catholic educational tradition. In the 2022 “Best Colleges” rankings of U.S. News & World Report, Santa Clara University was ranked at No. 55, or the top 15% of 400 upper echelon national universities. Through more than 50 majors, minors, and special programs in six schools and colleges, the University seeks to educate citizens and leaders of competence, conscience, and compassion, who cultivate knowledge and faith to build a more humane, just, and sustainable world.

At the undergraduate level, Santa Clara University offers degrees in arts and sciences, business, and engineering. A substantial graduate program supports degrees in arts and sciences, theology, business, education and counseling psychology, engineering, and law. The University is home to more than 5,850 undergraduate students, 3,000 graduate students, 900 faculty, over 1,050 staff, and more than 104,000 alumni living worldwide. The SCU Jesuit School of Theology is located in Berkeley.

The beautiful and historic 106-acre campus is adjacent to San Jose, the 10th largest city in the U.S., and in the heart of Silicon Valley, the vibrant, high-tech hub of the San Francisco Bay Area. As one of the most culturally and environmentally diverse regions in the world, Silicon Valley possesses a unique energy and distinctiveness of a global center of technological innovation. It is home to several visionary technology-driven giants like Apple, Cisco, Adobe, and provides fertile ground for start-ups. Embedded in the Silicon Valley ecosystem, Santa Clara University benefits from the dynamic and entrepreneurial spirit of the region.

As the University emerges from the pandemic, it finds itself in a strong financial position. Santa Clara University has an annual operating budget of approximately \$545 million and an endowment of over \$1.5 billion. Today, the University has virtually no deferred maintenance and recently opened state of the art facilities to [enhance student learning and faculty research](#) as well as support Division I [student athletes](#).

Santa Clara University embraces the distinctive and compelling philosophy of the Jesuit, Catholic tradition of *cura personalis* – educating each person to flourish in mind, body, and spirit – while cultivating a social consciousness and commitment to justice. Santa Clara University is committed to making the world a better place. Through its Jesuit model of holistic education, Santa Clara University shapes the next generation of entrepreneurs, leaders, and global thinkers.

For more information, please refer to: <https://www.scu.edu/aboutscu/>

Position Information

Santa Clara University (SCU) seeks a strategic, visionary, influential and inspiring Vice President Human Resources with a deep commitment to the values of a Jesuit, Catholic education—someone who possesses the ability and experience to build and articulate a comprehensive, unifying vision among all constituents -- staff, faculty, student employees.

This is a very exciting opportunity for a talented, strategic, transformational, and servant leader and an ideal time to join SCU during a pivotal moment for the University. Change is in the air at SCU, perfect timing for a new Vice President Human Resources with experience in cultural and organizational transformation on a broad scale, coupled with a proven track record of innovative, visionary, and breadth of functional knowledge and experience in all areas of HR operations. The new Vice President Human Resources will be a change agent, with an energetic bias for action. They will feel the urgency to drive the necessary changes and navigate the path to get things done.

The new Vice President Human Resources will strengthen, inspire, and energize the community by being a highly visible, influential leader on the SCU campuses. The Vice President Human Resources will be an unwavering advocate for the workforce and will create a culture of mutual trust, respect, transparency, community, and collaboration where creativity, diversity and innovation can thrive. Their personal leadership and character will cultivate a more diverse, equitable and inclusive community where all members feel valued and have a sense of belonging. The Vice President Human Resources will drive a core value that SCU's workforce is the greatest asset to the University, and attracting, hiring, developing, valuing, and retaining employees becomes a systemic priority for SCU.

The Vice President Human Resources will be the champion for the people and policies that support the workforce, diversity and inclusion efforts, and the University's mission; raise the visibility of the department as a trusted advisor on best practices, trends, and strategic priorities for the campus; provide leadership and ongoing development to a team of professionals committed to excellence and customer service; and ensure that SCU is viewed as a model of excellence for workforce recruitment, development, and retention.

The successful candidate will identify deeply with and be able to serve as a compelling communicator of the distinctive character and mission of a Jesuit, Catholic university, and have a proven history of productive and collaborative relationships with internal and external University constituencies. The leader will be a proactive, effective, and compelling communicator to all constituencies, will possess transparent, inclusive, and decisive leadership, and be an effective situational leader who is adept at gathering input from sources and to make decisions. There is an openness to non-traditional candidates who, through previous experience and leadership in transformational undertakings and commitment to excellence in higher education, would garner the respect of the campus and broader communities.

The Vice President Human Resources reports directly to the President and is responsible for an operating budget of \$4.3 million and the university's benefits budget of \$68.5 million. This individual will have oversight for a staff of approximately 30 full time employees.

In support of SCU's commitment to collaborative governance, the Vice President Human Resources will work closely with University shared governance groups to formulate and recommend policies and major strategic changes that impact the workforce.

Essential Duties and Responsibilities

Vision and Strategic Leadership:

- Establish a clear vision to create a culture of innovation and change and to cultivate a more diverse, equitable and inclusive community where all members feel valued and have a sense of belonging.
- Create and implement the strategic direction, planning, development, implementation, and evaluation of policies and programs for university-wide human resource functions including recruitment, retention and labor relations, talent management, benefits, staff compensation, HR information systems and operations, communications, and executive compensation.
- Translate the vision to cultivate a more diverse, equitable and inclusive community into tactical business, HR strategic, and operational plans of considerable complexity and scope; set long-range direction and make high-level data-driven decisions; propose and manage the implementation of complex and significant programmatic changes; establish and update policies.
- Direct and manage strategic relationships both inside and outside of Santa Clara University; maintain a high level of interaction and collaboration with clients and peers across the university. Establish credibility throughout the organization with faculty, and staff, including management and employees to be an effective listener, communicator and problem solver of people issues.
- Embrace and drive commitment to the Jesuit, Catholic mission of SCU - educating each person to flourish in mind, body, and spirit – while cultivating a social consciousness and commitment to justice.
- Provide oversight, direction, and support for Kids on Campus (on-site day care)

Talent Acquisition, Development, Recognition and Retention

- Recognize the unique challenges in recruiting and retaining a workforce of both faculty and staff.
- Provide leadership in the design, development, preparation and delivery of talent acquisition, employee development, recognition and performance management.
- Partner with managers across campus to assess and implement organizational development programs, and process and training initiatives to support organizational strategies.

- Provide proactive leadership in the development and implementation of retention strategies in an ever-changing environment. Identify creative mechanisms to recognize excellent work and performance.
- Assess organization needs for leadership development, succession planning, career management, job skills and personal development and implement an integrated, accessible and sustainable program.

Compensation

- Develop innovative solutions to the challenges inherent to Silicon Valley (high cost of living, housing, compensation, etc.)
- Develop staff compensation philosophy/strategy and direct the development, interpretation, and management of university-wide staff compensation policy and programs. Provide leadership on staff compensation programs and policy issues to senior leaders.
- Direct the development, planning, and implementation of job classifications, and the annual staff compensation program including bonus/incentive programs. Oversee market survey participation, market analyses, and salary structure development to ensure the achievement of the organization's compensation objectives and competitive position in the labor market.

Benefits and Compliance

- Responsible for the strategy, research, design, implementation, communication, and overall management of Santa Clara University's employee benefits programs including health and welfare, retirement, education and work/life programs.
- Provide leadership, direction, and execution of Santa Clara University's long term health care cost containment strategy objectives, aligning benefits strategy with Santa Clara University's financial and business strategies. Research and recommend creative, innovative and/or improved employee benefit plans and cost-saving measures. Ensure compliance with all legal requirements of various employee benefit programs.
- Oversee centralized HR services for employment-related programs including onboarding, health and retirement benefits, tuition and training reimbursement, leave services, and employee data transactions.

Technology and Communications

- Plan and direct the establishment and ongoing administration for HR information systems to support short-and long-range HR goals. Oversee the specification, development, and implementation of new or redesigned systems, including Workday, and reports, policies, and procedures for processing employee data. Partner with the IT development group to evaluate new applications and evolving business requirements and to fully integrate the human resources information system.
- Manage the communications function for SCU HR, including developing and implementing the communication strategy, HR brand, content management, website design, and navigation.

Employee and Labor Relations:

- Advise and act as a resource to the Human Resources team, the President's Cabinet, and other senior members of the university administration, on employee and labor relations matters to ensure consistent interpretation and application of university policy, laws and regulations and collective bargaining agreements. Partner with employment counsel to remain current with employment laws and trends.
- Oversee employee relations case management services to Human Resource Managers related to employment, policy, grievances, and bargaining unit negotiations. Direct the establishment and maintenance of satisfactory labor management relations. Represent management in labor relations including interpretation and administration of collective bargaining agreements and grievance procedures.

Current Opportunities

Transforming the Organizational Culture

- Lead the transformation for HR to become a sought-after strategic business partner, with a focus on customer service and putting the needs of the workforce first.

Providing Leadership on Compensation

- Provide visionary leadership to develop innovative compensation philosophy/strategy and solutions to address complex problems and tensions around compensation, cost of living, and workforce competition in Silicon Valley.

Creating Staff Development, Recognition and Training Programs

- Serve as an advocate for a workforce that values relationships, personal and leadership development, and contribution to the University's mission.
- Assess and recommend a comprehensive staff development program that defines and establishes career ladders/opportunities, enhances training programs, and develops expertise within the HR team to support the varied developmental needs of the workforce.
- Implement innovative and effective recognition programs to acknowledge extraordinary performance.

HR Consistency, Stability, Partnership & Support

- Create a strong customer service/partnership HR philosophy.
- Strengthen HR's relationship and partnership with faculty members of the workforce.
- Develop a strategy for building and maintaining high employee morale and bridging the relationship between faculty and staff to create a cohesive workforce and create a better path for conflict resolution.

Creating Stronger DEI Culture

- Partner with the Vice President for Diversity, Equity and Inclusion (DEI) to develop and implement DEI training programs, and imbed DEI into recruiting and hiring practices

Candidate Profile

Education and Certification/License Credentials

- Bachelor's degree required
- Advanced degree preferred
- HR certification (e.g., PHR, SPHR, CCP, CBP) preferred
- Extensive experience in progressively responsible leadership role (15+ years) required

Skills and Functional Competencies

- 15+ years of progressively responsible human resource experience required
- Demonstrated success with transformational leadership in positioning the culture and status of HR as a strategic business partner
- Demonstrated experience leading conflict resolution efforts; design and implement significant organizational change
- Excellent verbal and written communication skills to serve successfully as a consultant in a diverse, multi-faceted organization
- Ability to collaborate with multiple constituencies and stakeholders at all levels of the organization
- Ability to develop a highly competent and diverse staff to work as a self-directed team
- Strong command of standard HR concepts, practices, procedures, and policy such as: strategic recruitment, onboarding, performance management, retention strategies, leadership, organizational assessment, training, coaching, employee and labor relations, compliance, compensation, benefits and technology, change management, conflict resolution
- Experience at an institution of higher learning is preferred
- Experience in a union environment a plus

Leadership and Management

- Commitment to understand and willingness to embrace Santa Clara University's distinctive Jesuit educational vision and institutional values in pursuit of its mission and goals
- Serve as a champion for diversity, equity, and inclusion
- High level of emotional intelligence
- Ability to effectively build trust and establish and maintain cooperative working relationships at all levels within a diverse environment

Personal Characteristics

- Unquestionable ethics, integrity, intellectual honesty, and sound judgment
- Excellent interpersonal skills

- A strategic thinker with a calm, confident nature who possesses a high sense of urgency
- A strong ability to influence and get internal resources to respond
- Collaborative, down-to-earth, hands-on, genuine, and considerate of others
- Secure, well-grounded individual who strives for excellence in all endeavors
- Goal oriented with drive for putting things into action and seeking results



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