

# **POSITION PROFILE**

# **UC DAVIS**

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UNIVERSITY OF CALIFORNIA



Associate Vice Chancellor &  
Chief Human Resources Officer



# THE ORGANIZATION

## UNIVERSITY OF CALIFORNIA, DAVIS

Few institutions can match the comprehensive excellence of [UC Davis](#). The campus is recognized for its superb accomplishments across its entire academic spectrum. There are two campuses associated with UC Davis: the [main campus](#), located in Northern California in the city of Davis, while the medical center, School of Medicine, and the Betty Irene Moore School of Nursing are located on the [UC Davis Health campus](#) in Sacramento, California. Home to 25,000 faculty and staff, as of Fall 2021 the Davis campus' enrollment was 41,000+ students, the annual operating budget was \$6.2 billion, and the 10-year capital plan exceeded \$2.9 billion. In February 2022, UC Davis broke ground on the first phase of [Aggie Square](#), a transformational public-private partnership innovation project on the Sacramento campus. UC Davis and the City of Davis can boast of a strong “town-gown” relationship, having partnered most recently through [Healthy Davis Together](#) to create a model for pandemic response and ensure the health of their shared community.

An ethos of partnership and service, in addition to its proximity to California's state government, have made the University an invaluable resource for policy makers and state agencies, and home to several state and federal research facilities as well as a nationally known performing arts center. Since its founding in [1908](#), UC Davis has grown from the University Farm of the University of California into the largest of the ten [University of California](#) campuses and a powerful comprehensive research university with unparalleled disciplinary breadth over its [ten schools and colleges](#). With its commitment to academic excellence and scholarship in service to the public good, UC Davis is uniquely positioned to be an international leader in addressing the most pressing problems facing humanity over the coming years.

Known for its commitment to sustainability, exceptional academics, welcoming atmosphere, and its position as part of the world's pre-eminent public university system, UC Davis is proud of its [nationally ranked](#) resources and [research](#) used to tackle the most pressing issues facing the world today. UC Davis' educators, clinicians, and researchers include partners working in the nation's best [School of Veterinary Medicine](#), the nation's best [College of Agricultural and Environmental Sciences](#), and one of the nation's premier [Colleges of Biological Sciences](#) and [Colleges of Engineering](#) - all from within one of the top five [Best Public Universities](#) in the entire United States. Combining its own advantages with the resources and prestige of the ten-campus [University of California system](#), UC Davis is a community that provides exceptional support for world-changing research and education.

UC Davis strives to build a community of change-makers and problem solvers committed to creating a place where people from all walks of life and backgrounds can learn, grow, and discover together. The 5,300-acre campus borders the [City of Davis](#), a vibrant college town of about 68,000 people living in [Yolo County](#). It offers a high-quality environment for faculty and staff members and their families. The University's community of faculty and staff are dispersed throughout the state, nation, and the world with a mission to advance the human condition through improving the quality of life for all. The state capital is 20 minutes away, and world-class destinations such as the San Francisco Bay Area, Lake Tahoe, and the Napa Valley are within a two-hour drive.



## UC Davis Principles of Community

UC Davis is a diverse community comprised of individuals having many perspectives and identities. We come from a multitude of backgrounds and experiences, with distinct needs and goals. We recognize that to create an inclusive and intellectually vibrant community, we must understand and value both our individual differences and our common ground. The [UC Davis Principles of Community](#) is an aspirational statement that embodies this commitment, and reflects the ideals we seek to uphold.

## [Diversity, Equity, and Inclusion at UC Davis](#)

Building capacity to do the work of diversity, equity, and inclusion at UC Davis has been a multi-year, multi-pronged process to assess and understand the opportunities. The appointment of the first UC Davis Vice Chancellor for Diversity, Equity, and Inclusion reflects the importance of this work and the desire to sustain the momentum that has been built to date. The Vice Chancellor oversees the [Office of Diversity, Equity and Inclusion](#) (VC-DEI), comprising four units: Office Campus Community Relations (OCCR); Office of Academic Diversity; the Office of Diversity and Inclusion, Davis Campus (UCD-ODI); and [UC Davis Health's Office for Equity, Diversity and Inclusion](#) (UCDH-OEDI). Affiliated units include the [Office for Student and Resident Diversity](#) (OSRD) and the [UC Davis Center for Reducing Health Disparities](#) (CRHD).

## UC Davis Land Acknowledgement

For thousands of years, this land has been the home of Patwin people. Today, there are three federally recognized Patwin tribes: Cachil DeHe Band of Wintun Indians of the Colusa Indian Community, Kletsel Dehe Wintun Nation, and Yocha Dehe Wintun Nation.

The Patwin people have remained committed to the stewardship of this land over many centuries. It has been cherished and protected, as elders have instructed the young through generations. We are honored and grateful to be here today on their traditional lands.

# UC DAVIS HUMAN RESOURCES

We all want a world that is healthier, sustainable, safer, and more enjoyable. UC Davis is helping us get there by striving to always put people first. As a top-ranked research university, and the second-largest employer in the region, it's no wonder our employees are leading the way in teaching, research, public service, and patient care.

## Mission

We promote excellence in people by delivering innovative HR programs and strategies to support UC Davis.

## Vision

We are a model HR organization that inspires all people to reach their full potential where their contributions and discoveries advance our world-class university.

## Values

- Excellence as the standard for measuring the quality, timeliness, and consistency for our service.
- Integrity at the core of all we do to provide service that is trustworthy, reliable, and fair.
- Compassion in our service to faculty, staff, and students who have committed to building a better world.
- Diversity to advance an inclusive and respectful culture.

The Office of Human Resources at UC Davis includes the following services and teams: Academic and Staff Assistance Program (ASAP); Benefits; Compensation; Disability Management Services; Employee and Labor Relations; HR Business Partners; Learning & Development; Organizational Excellence; Records (UC Davis Health); Shared Services Organization; Talent Acquisition; Workforce Strategies; and WorkLife. More information on UC Davis Human Resources can be found at [UC Davis Human Resources](#).

# REPORTING RELATIONSHIPS

Reports to (direct): Vice Chancellor, Finance, Operations and Administration (VC-FOA)

Reports to (dotted line): Vice Chancellor, Human Health Sciences and CEO, UC Davis Health

Direct reports:

- Deputy CHRO, UC Davis Health
- Director, Executive Programs and Recruitment
- Director, Organizational Excellence
- Executive Director, Employee & Labor Relations
- Executive Director, Workforce Strategies
- Executive Director, Talent & Rewards
- Executive Director, Shared Services Organization
- Executive Analyst

*Note: Support for academic personnel is largely provided by the Office of the Vice Provost – Academic Affairs. The primary scope of services for the AVC/CHRO focuses on staff and non-academic students; in some service areas, such as benefits, central HR provides services to all university employees.*

As an integral member of the leadership team, the Associate Vice Chancellor & Chief Human Resources Officer (AVC/CHRO) supports the University by working collaboratively with leadership, management, faculty, and staff across UC DAVIS, the UC Office of the President, and key external constituents. The AVC/CHRO leads a team focused on enhancing the University's ability to achieve its people objectives and sustain a culture that sees people as the University's greatest strength. Central to this role is the need to ensure a workplace that prioritizes respect, positive relations, diversity, equity, inclusion, wellbeing, and the University's mission.



The AVC/CHRO provides strategic leadership to the Department of Human Resources for the UC Davis campus, including UC Davis Health, as well as leadership and guidance for the broader human resource professional community. As a member of the VC-FOA Leadership team, the AVC/CHRO leads the Human Resources team to plan, implement, evaluate, and improve organization-wide programs and services that further develop a culture of “One HR” across the university’s Davis and Sacramento campuses. The role oversees a broad range of functions including talent acquisition, talent management, organizational excellence, employee and labor relations, performance management, compensation, classification, shared services, rewards and recognition, investigations (HS only), workforce strategies/HRIS, Academic and Staff Assistance Programs (ASAP), and disability management. A trusted strategic advisor on all HR matters across the University’s two campuses, the AVC/CHRO will regularly provide discerning advice and counsel to key leaders including the Chancellor, Executive Vice Chancellor and Provost, Deans, VCs, and AVCs.

## THE OPPORTUNITY

The Associate Vice Chancellor and Chief Human Resources Officer (AVC/CHRO) will play a key role in fostering UC Davis’s inclusive community and organizational culture and advancing the goals of its strategic plan, [To Boldly Go](#). Reporting to the Vice Chancellor, Finance, Operations and Administration, the AVC/CHRO will lead and motivate a distributed HR team of ~250 engaged in planning, implementing, evaluating, and improving organization-wide programs and services including talent acquisition, talent management, organizational effectiveness, employee and labor relations, performance management, compensation, classification, shared services, rewards and recognition, investigations, Academic and Staff Assistance Programs (ASAP), and disability management.

With the HR team, the AVC/CHRO will work collaboratively to support the organization’s mission, enhance its culture, and innovatively shape the post-pandemic work environment. The AVC/CHRO will build trusting and effective working relationships at all levels across UC Davis, and lead complex, collaborative initiatives, developing and applying progressive HR practices that motivate excellence while building organizational effectiveness and employee engagement.

A sterling communicator, champion of DEI, and empowering leader, the AVC/CHRO will have at least ten years of experience in a complex, multidisciplinary, unionized organization. A strategic, innovative, and solutions-focused leader, the AVC/CHRO will be approachable and engaging, with well-developed communication and problem-solving skills, and a record of attracting, coaching, and developing high-performing talent. Knowledgeable of Federal, State, and local employment laws, the AVC/CHRO will ideally have experience in higher education and/or healthcare environments, and an advanced degree or equivalent experience in human resources, business administration, or a related field. This is an opportunity to develop a strategic, innovative, and responsive HR function that supports the transformative power of a UC Davis education.

## CONTEXT

The global pandemic has irrevocably changed the work environment at UC Davis and at all workplaces. HR leaders are responding creatively to the changing post-pandemic work environment and its impacts on recruitment and retention, employee and labor relations, diversity, equity, and inclusion, and wellness, among others. At UC Davis, several recently completed campus surveys - still in the discovery

phase - are expected to identify some key areas on which to focus. To respond to emerging needs and to continue to evolve the HR function will require change agility, the ability to question established processes, and a holistic and innovative approach that includes regular, transparent communication. This leadership role requires an understanding of / ability to work effectively within higher education as well as healthcare, respecting the differences between those two environments, while also identifying opportunities to improve processes and coalesce people policies across UC Davis's two campuses.

The AVC/CHRO contributes to strategic and operational plans for UC Davis, and also participates at the systemwide level as a member of the University of California's HR leadership team, contributing to HR strategy and planning, providing perspectives, and advocating, as required, on behalf of UC Davis. The AVC/CHRO will lead a team of approximately 250 people. A strategic, innovative, and solutions-focused leader, the AVC/CHRO will be approachable and accessible, fair and equitable, and consultative while also able to make and uphold considered decisions.

## RESPONSIBILITIES

### Strategic Leadership

- Functions as a key member of UC Davis's FOA leadership team, which has collective responsibility for supporting UC Davis in achieving its vision, commitments, and goals as established in the [UC Davis Strategic Plan](#).
- Works closely with the leadership team to create and implement a people strategy aligned with the vision, commitments, goals, and actions set out in the UCD Strategic Plan, effectively balancing centralized and decentralized services to serve the needs of the workforces of the Davis and Sacramento campuses
- Acts as a critical influencer and holder of focus on UC Davis's people resources and commitments.

### Management

- Through direct reports, leads a distributed team of approximately 250.
- Manages a \$30+ million HR budget.

### Annual Plan

- In the context of UC Davis's Strategic Plan and in collaboration with all the constituents of UC Davis, formulates and recommends an annual plan for delivering on the strategic vision, goals, and actions.
- Identifies and sets out strategies and plans to address critical issues and risks.
- Ensures the annual HR operating plan sets out specific goals and strategies for each fiscal year, aligned with portfolios and budgets, as agreed upon through the planning process.
- Provides metrics to track progress towards annual and long-term goals.

### People and Workplace Culture

- Ensures HR's strategies and plans are aligned internally, as well as with key stakeholder groups, such as the UC Office of the President and other UC campuses.
- Oversees the implementation of the HR strategy in a manner that enables the achievement of the articulated people and culture goals and actions.

- Communicates the building of progressive, effective and sustainable people practices.
- As a visible presence on the Davis and Sacramento campuses, engages the University community in the delivery of HR strategies and plans.
- Engages and builds upon resources across the University through a distributed, integrated model focused on HR providing excellent, timely customer service to ensure an outstanding workplace.
- Puts in place effective measures/benchmarks of UC Davis's people and workplace culture commitments.

#### Diversity and Inclusion

- Provides guidance, direction, and programs to advance diversity, equity, and inclusion across UC Davis.
- Ensures compliance with Affirmative Action / Equal Employment Opportunity requirements.

#### Organizational Excellence

- Ensures that there is a comprehensive approach to organizational development, and a broad spectrum of learning opportunities, tools and resources that support the achievement of a strong understanding of organizational design, change, and business efficiency and effectiveness.

#### Workforce Strategies

- Ensures that an overall strategic approach to workforce planning is embraced, including strategies and processes to assist leadership and management to make informed decisions regarding their recruitment and retention efforts.

#### Talent and Rewards

- Ensures that an overall strategic role for the portfolio is developed to anticipate an effective employee life cycle including: processes in place to implement and continuously improve UCD's recruitment efforts for timely recruitment of a diverse workforce; learning and development needs are strategically identified and implemented; effective compensation and classification and benefits programs are in place; and rewards and recognition programs are consistent and meaningful for all stakeholders.

#### Executive Programs and Recruitment

- Oversees Executive Programs and Recruitment providing full-cycle recruitment for the Senior Management Group and Senior Academic Leadership positions at UC Davis and UC Davis Health.
- Ensures Executive Programs and Recruitment team members serve as primary resources and business partners to the Senior Management Leadership and Senior Academic Leaders client groups, and facilitate critical policy and process compliance, along with program support consistent with the directives of the Regents and the Office of the President.

#### Employee and Labor Relations

- Ensures there is a plan in place for effectively and strategically managing the workforce.
- Strives to continuously improve relations through sound, consistent labor practices.

### UC Davis Health

- Through the Deputy CHRO, UC Davis Health and the team, leads a people strategy at UC Davis Health that aligns with the needs of a 24/7 healthcare setting, including working collaboratively with centers of expertise to identify and address specific challenges and opportunities, and to introduce effective solutions.

### HR Shared Services Organization

- Through the Executive Director, ensures efficiency and effectiveness by working collaboratively with the HR Leadership team to identify appropriate business practices, streamline them and provide leadership and guidance to the shared services team to implement and continuously improve on those practices, using technology where appropriate.

## RELEVANT EXPERIENCE AND KNOWLEDGE

### Required

- Minimum of 10 years of increasingly responsible and relevant experience, including at least five years of senior management responsibility, in a leading multidisciplinary organization
- Experience in developing, implementing, and evaluating strategies to align services in a multi-disciplinary organization so as to achieve high standards of efficiency and effectiveness
- Proven ability to lead complex, collaborative initiatives across multiple locations with stakeholders from a variety of functional areas
- Proven ability to anticipate and respond to the challenges and opportunities associated with the evolving work environment
- A demonstrated record of success in all aspects of human resources administration including strategy, organizational development, talent management, workforce planning, employer branding, learning and development, leadership development, succession planning, HRIS, total rewards, employee and labor relations, and health and wellness
- A demonstrated record as a champion for initiatives and programs that promote systemic diversity, equity, and inclusion across the organization
- A demonstrated record of attracting, coaching, and developing high-performing HR talent
- Knowledge of Federal, State, and local employment laws

### Preferred

- Experience working within higher education and/or healthcare environments
- Experience leading in a unionized environment
- Direct experience with change management models and leading teams through change
- A demonstrated record of a proactive, collaborative, positive approach to problem solving

### Education/Certifications

- Advanced degree in Human Resources, Business Administration, Law, or a related field, and/or equivalent combination of education and experience (required)
- SHRM Designation an asset

## LEADERSHIP COMPETENCIES

- *Strategist*: Uses foresight, environmental awareness, and thought leadership to create a compelling vision for the future and develop distinctive strategies to achieve desired outcomes; fosters new ways of thinking and drives needed change to advance the organizational mission
- *Collaborative Engager / Relater*: Uses influence, effective communication skills, and compelling messages to inspire and motivate others to excel; fosters trust and empowers people to act; builds positive working relationships internally at all levels as well as alliances and partnerships externally by fostering trust, collaboration, and teamwork; demonstrates sensitivity and openness to others' views; uses emotional intelligence to adapt interpersonal style to relate well to others
- *DEI Champion*: Effective in championing and advancing the principles of diversity, equity, and inclusion and driving positive change at the system level

## SKILLS AND ABILITIES

- Leads through vision and values, and maintains the organization's vision and values at the forefront of decision making
- Collaboratively develops breakthrough solutions that inspire a high-performing workforce, relentless pursuit of continuous improvement, nimble responses to marketplace changes, and improved organizational effectiveness that will advance strategic goals
- Anticipates organizational needs and builds plans accordingly
- Models interpersonal effectiveness, political acumen, and well-developed communication skills
- Demonstrates managerial courage: states opinions honestly, authentically, and transparently; manages and addresses conflict promptly, using focused listening and behavioral feedback, and applying strategies to seek common ground and support collaborative problem solving; is effective and objective in having difficult conversations; and makes decisions, whether consultative and considered, or urgent, as appropriate
- Assumes responsibility and accountability for successful execution, considering people and budget impacts as key for success
- Demonstrates a systems perspective to successfully lead change, integrating organizational strategies and initiatives that add value
- Demonstrates self-awareness and self-control; modifies behavior as required to improve impact; requests, receives, and acts on feedback; models and leverages opportunities for personal growth and self-improvement
- Sets and achieves high standards of performance for oneself and the team, and cultivates a workplace culture and environment that is collaborative, team-oriented, healthy, positive, and safe, and that inspires the workforce to generate innovative solutions
- Uses effective people management skills: delegates responsibility; allocates and supports decision-making authority to the appropriate level; effectively outlines clear and achievable expectations; manages and motivates performance using continuous feedback

- Aligns performance for success and practices continuous improvement: leveraging resources to achieve organizational goals; removing barriers and resolving conflicts to achieve high-quality outcomes; and developing effective metrics, team systems, and processes
- Operates effectively within complex environments and ambiguous situations

## **LEADERSHIP ATTRIBUTES**

- Visionary and strategic
- Operates with integrity, honors commitments, and respects confidentiality
- Interacts with others in a way that engenders trust and confidence; remains calm under pressure
- Open, approachable, respectful, congenial, emotionally intelligent, empathetic, and inclusive
- Service-oriented - actively seeks ways to add value to customers
- Innovative and creative in identifying solutions
- Courageous, with confidence tempered by humility
- Collaborative, and able to influence others to coalesce around shared goals
- Motivated by public service and the University's mission; aligned with the University's values

## **LOCATION: Davis / Sacramento, CA**

UC Davis has two campuses. One is located immediately within the city of Davis, a vibrant college town in Yolo County, in the northern part of California's Central Valley, one of the world's most productive farming regions. Davis is noted for its desirable quality of life, its community-oriented atmosphere, and its plentiful parks and open spaces, as well as for its innovation in all aspects of community life as a leader in fostering and implementing non-traditional approaches to traditional problems. An environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation.

Fifteen miles east, in Sacramento, is the UC Davis Health campus, including the world-renowned UC Davis Medical Center. California's capital city has a population of nearly 500,000 and is the core cultural and economic center of the Sacramento metropolitan area, which includes seven counties with an estimated population of more than 2.5 million. A city of neighborhoods and tree-lined streets, Sacramento has more than 200 public parks. Recreational opportunities abound along the 32-mile American River Parkway, which runs from downtown to the historic Folsom suburb. Rich with history and culture, Sacramento is also one of the country's most diverse cities. As the national Farm to Fork capital, the city has attracted top chefs to its numerous restaurants.

The broader Sacramento region is home to a thriving and engaged business community, fueled by UC Davis and eager to partner and give back. The San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all located within a two-hour drive. The nearest major airport is the Sacramento International Airport; there is also a commuter airport located on the UC Davis campus - the only one in the UC system. With a mild Mediterranean climate, the region enjoys an average of 265 days of sunshine a year.

# APPLICATION INFORMATION

Review of candidate materials will begin immediately (in July 2022) and the ability to apply or nominate will continue until the position has been filled. The complete position profile and application information can be found at: [caldwell.thriveapp.ly/job/1025](https://caldwell.thriveapp.ly/job/1025). UC Davis has retained Caldwell Partners, a national executive search firm, to assist with this search.

Please email confidential inquiries, nominations, or referrals to: [UCDAVISAVCCHRO@caldwell.com](mailto:UCDAVISAVCCHRO@caldwell.com).

The University's vaccination policy can be found here: [policy.ucop.edu/SARS-CoV-2\\_Covid-19](https://policy.ucop.edu/SARS-CoV-2_Covid-19).

UC Davis and UC Davis Health are committed to maintaining an atmosphere that is free from all forms of discrimination, harassment, exploitation, and intimidation: [hr.ucdavis.edu/diversity/equal-opps](https://hr.ucdavis.edu/diversity/equal-opps).

The University of California, in accordance with applicable federal and state law and university policy, prohibits discrimination against or harassment of any person employed by or seeking employment with the university on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer-related), ancestry, marital status, or age. The University of California also prohibits discrimination on the basis of sexual orientation, gender identity, status as a Vietnam-era veteran or special disabled veteran or within the limits imposed by law or university policy, on the basis of citizenship. The University of California is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment. The complete University of California nondiscrimination and affirmative action policy can be found at: [policy.ucop.edu/doc/4000376/DiscHarassAffirmAction](https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction).

If you require accommodation at any stage during the hiring process, please inform Caldwell Partners in advance to arrange reasonable and appropriate accommodation.

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