The University of California, Davis (UC Davis), one of the nation’s premier public research universities, seeks a collaborative, inspiring, and entrepreneurial leader to serve as Associate Vice Chancellor for Human Resources (AVC). The AVC provides strategic leadership and oversight of all UC Davis human resources (HR) functions, including the academic medical center, and partners with leadership to help shape the future of the university. This position reflects the university’s commitment to inclusive excellence, employee success, social justice in employment, and community. The AVC will be a leader in seeking new and innovative approaches to human resources management at a complex, diverse, multi-campus public higher educational institution.

Founded in 1908, UC Davis is known both for working across disciplines to solve the world’s most pressing problems, and for its commitment to artistic and cultural expression. UC Davis is the most academically comprehensive university on the West Coast and recognized for excellence across a wide array of disciplines and measures. It is a member of the Association of American Universities and ranked sixth in the nation among public research universities by the Wall Street Journal. In addition, U.S. News and World Report ranks the School of Veterinary Medicine, plant science, and animal science programs first in the nation. The highly-ranked Schools of Medicine and Nursing, and the UC Davis Medical Center are located on the UC Davis Health campus in Sacramento, the state capitol, approximately 15 miles away from the 5,300-acre main campus in Davis, a vibrant college town of approximately 68,000.

The AVC HR will be responsible for further developing a culture of “One HR” across the university’s Davis and Sacramento campuses. This will be aided by the upcoming implementation of UCPath—a single payroll, benefits, human resources and academic personnel solution for all UC employees—which is currently scheduled for roll-out in early 2019. Human resources provides invaluable services to UC Davis’s approximately 23,600 employees and this position represents a remarkable opportunity for a gifted HR strategist and builder to bring innovative organizational thinking, approaches, and best practices to a large, prominent public research institution and a leading academic medical center.

It is a time of great change and promise at UC Davis; Chancellor Gary May joined the campus in August 2017. The AVC HR will serve as a trusted advisor and partner to leadership across the university and health system in all matters relating to human resources, and will have the opportunity to play a pivotal role in developing and implementing innovative and high-quality services to serve all of the university’s staff members, and serve as an example of world-class HR service and program delivery for other campuses within the UC System and beyond.

Working collaboratively with leaders and human resources professionals across the university and the University of California system, the AVC will:

- Establish a cohesive human resources vision for UC Davis;
- Engage with campus and UC System partners to achieve the goal of “One HR”;
- Provide progressive and effective leadership for the division;

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• Embrace and strengthen the culture of inclusivity and commitment to diversity at UC Davis;
• Develop a culture of providing outstanding customer service; and
• Enhance the campus’ capacity to recruit, develop, and retain a diverse and talented workforce.

A list of the desired qualifications and characteristics of the AVC can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

Role of the Associate Vice Chancellor, Human Resources

The Associate Vice Chancellor, Human Resources is a key member of the Vice Chancellor of Finance, Operations, and Administration’s executive leadership team, which also includes the Senior Associate Vice Chancellor for Finance and Resource Management; Associate Vice Chancellor for Campus Planning and Environmental Stewardship; Associate Vice Chancellor for Design and Construction Management; Associate Vice Chancellor for Facilities Management; and Associate Vice Chancellor for Safety Services. The AVC has a dotted-line reporting relationship to the Vice Chancellor of Human Health Sciences. As a member of the Vice Chancellor, Finance, Operations, and Administration’s leadership team, the AVC leads their team to plan, implement, evaluate, and improve 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 (HS only), Academic and Staff Assistance Programs (ASAP), and disability management.

As an integral member of the campus leadership team, the AVC, Human Resources supports the university by working collaboratively with leadership, management, faculty and staff across UC Davis, Office of the President, and colleagues across the University of California system to enhance the university’s ability to achieve its human resource objectives, and sustain a culture that sees peoples as the university’s greatest strength; one of mutual respect, positive relations, inclusive of diversity, differences, wellbeing, and outstanding contributions to advance the mission.

The AVC also provides strategic leadership of the Office 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. The Associate Vice Chancellor for Human Resources directly supervises the Executive Director, Employee and Labor Relations; Executive Director, Workforce Strategies; Executive Director, Talent and Rewards; Executive Director, HR Business Partners and Lead, UC Davis Health; Executive Director, HR Shared Services Center; and Director, Organizational Excellence. The AVC oversees a budget of approximately $30 million and a team of approximately 130 FTE.

For more information about the UC System and the UC Davis campuses, please see Appendix A.

Key Opportunities and Challenges for the Associate Vice Chancellor

A highly effective, forward-looking, and customer service-based human resources strategic vision is key to the continued success of UC Davis. By fostering a dynamic and progressive culture, UC Davis will continue to attract, retain, and develop an outstanding workforce and will connect with UC Davis community members at all stages of their careers – from recruitment through retirement. An effective, supportive HR program will contribute significantly to the overall atmosphere on the campuses by fostering an active, engaged community in which employees at all levels feel supported, respected, and inspired to carry out their work at a high level of performance. To achieve this, the AVC HR will:
Establish a cohesive human resources vision for UC Davis

A defining characteristic of UC Davis is the university’s two campuses, located in Davis and Sacramento. Understandably, this can present challenges in providing cohesive and consistent HR services and in striking a balance between centralized and decentralized services to meet the needs of both campuses and workforces. The AVC HR will work with stakeholders across the university to develop a cohesive vision that acknowledges and addresses the unique cultures, employees, needs, markets, and perspectives of the Davis and Sacramento campuses, as well as their similarities. The AVC will engage stakeholders to help develop and deliver “One HR,” ensuring that the range and quality of HR services is available to all UC Davis employees.

With a new AVC HR, UC Davis has an opportunity to continue to develop a strategic, compelling set of HR policies, processes, and support systems that are not only responsive to the needs of this workforce, but also anticipate its future requirements and demonstrate the university’s commitment to equity, inclusion, diversity, and the development of all employees. The university is transforming beyond reactionary and transaction-focused HR work which will embody a strategic approach to planning for the workforce needs of the organization with proactive steps to ensure those needs are met. The AVC will stay abreast of issues in higher education and healthcare, the state of California, the UC system, and the changing national legal context that may impact UC Davis and ensure that the university’s policies remain forward-looking and anticipate the needs of a dynamic and diverse 21st century workforce.

Engage with campus and UC System partners to achieve the goal of “One HR”

A major step toward achieving the university’s goal of “One HR” is the planned implementation of UCPath in early 2019. UCPath is the University of California’s priority program to implement a single payroll, benefits, human resources and academic personnel solution for all UC employees. UCPath will replace UC’s 35-year old Payroll/Personnel System with a single new payroll and HR technology system, standardize and streamline payroll and HR processes system-wide, and centralize certain HR/APO and payroll transactional processes within the UCPath shared service center. This conversion also provides an opportunity to re-evaluate existing protocol and processes. Successful implementation of UCPath at UC Davis will be dependent on the AVC HR collaborating effectively across the campus as well as the UC system.

The AVC HR will partner regularly with key leaders across the university including the Chancellor, Executive Vice Chancellor and Provost, and Deans, VCs and AVCs, to provide discerning advice and counsel on all human resource matters. There are also significant opportunities to integrate strategies and methods with the Office of Academic Personnel. They will also work directly with the UC Office of the President and HR colleagues across the system to develop and implement system-wide policies and procedures. The AVC HR will be sensitive to and knowledgeable about the demands on different parts of the university and the market realities impacting the workforce. On campus, the AVC HR will also be seen as an expert and strategic advisor for all senior leaders as they face issues, develop policies, and stay ahead of trends. To ensure the integration of human resources considerations in strategic decision making and that the implications for employees and the workforce are fully considered in all key decisions, the AVC HR must be seen as a partner to members of the leadership team and work with them to find solutions to accomplish objectives that are creative, innovative, and meet the needs of the university.

Provide progressive and effective leadership for the division

The AVC HR will lead and mentor a professional HR staff while continuing to foster a culture of professionalism, ethics, and a customer service orientation and lead the team to the next level of
excellence. They will foster a communicative, consultative, and transparent work culture; be a visible and vocal presence on the Davis and Sacramento campuses; and will seek to leverage and tap into the deep subject matter expertise that exists within HR department staff and volunteers. The AVC will advocate for the department and reinvigorate staff’s effectiveness and commitment to their work in serving the mission of UC Davis. Working closely with the HR staff, the AVC will establish benchmarks and metrics to guide continued growth in the HR function, including systems for reviewing and evaluating the effectiveness and value of human resources plans, programs, and activities. The AVC will utilize data and trends analyses to make decisions, change approaches, and set priorities. They will also lead the review and update of HR policies and practices to ensure compliance and consistency across the campus. Additionally, the AVC will ensure that HR policies are developed, distributed, and that HR service delivery is understood and embraced, staff are trained, and policies are consistently and correctly applied. Finally, the AVC will determine the skillsets necessary to support a dynamic, 21st century HR office, support current staff in their development of these skills, and strategically grow the team to increase these competencies.

**Embrace and strengthen the culture of inclusivity and commitment to diversity at UC Davis**

UC Davis is deeply committed to maintaining and further enhancing a culture that supports inclusiveness and diversity. The AVC HR should be dedicated to supporting those ideals and promoting them within the Office of HR and across the campuses. UC Davis seeks an AVC HR who will take a leadership position in this area, ensuring that creative and proactive approaches that support increased diversity are pursued in recruitment and hiring and that university policies and practices reflect the principles of diversity, equity, and inclusion1. Specifically, the AVC HR will be expected to recruit and retain a diverse staff and cultivate an environment of inclusiveness across its various departments and units. The AVC will promulgate policies and procedures that embrace and foster diversity and inclusion. At the core of UC is a focus on academic and professional growth for all, and the AVC HR should foster a culture across all departments in human resources and in interactions with the campuses that reflects that vision.

**Provide outstanding customer service**

The AVC HR will be charged with leading the creation of an outstanding customer service experience for UC Davis staff members across all departments, potential employees, vendors, and union representatives. A culture of excellence in customer service should define the human resources office. The AVC will be responsible for setting an example and building a culture of professionalism, transparency, and accountability in delivering timely, outstanding service to all UC Davis staff members. The AVC HR will need to continually measure, monitor, and analyze customer satisfaction and make and prioritize any appropriate adjustments to fill gaps. In addition, the AVC HR will make key hiring decisions and support staff development, ensuring a climate of empowerment and excellence consistent with UC’s academic vision.

**Enhance the campus’ capacity to recruit, develop, and retain a diverse and talented workforce**

The AVC HR will lead the university to become a model employer in recruiting, developing, and retaining outstanding talent. The AVC will work closely with the hiring unit to offer insights into effective recruiting and hiring practices to ensure a diverse and talented workforce to match the university profile.

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1 University of California Board of Regents Diversity Statement
The AVC HR will provide the tools to allow UC Davis staff the opportunity to continue to grow and be positively challenged at the university, which will aid in the recruitment and retention of high caliber staff. The AVC will help ensure that the university develops staff by providing an array of training opportunities to serve the professional and personal interests of employees. The AVC HR will work with the university to find innovative ways to provide incentives, rewards, and benefits for employees, including policies and programs to enhance the quality of work/life balance; creating opportunities for recognition of individual, team, and organizational accomplishments; and continuing to foster UC Davis’s positive, community-centric environment in which employees are attuned to how their work affects the greater institution. The AVC HR will be expected to not only look at the trends across higher education in these areas, but they will also look at the broader market for ways to adopt best practices for the university community.

Qualifications and Characteristics

The AVC must be a strategic leader who will partner with others to advance the mission of the university. The AVC must understand the role and importance of the public university in society and should be committed to seeking ways to enhance HR to serve society better. The AVC should have a positive attitude, and a leadership style that is characterized by highly ethical practices and a commitment to diversity, inclusivity, equity, openness, flexibility, and integrity. In particular, the successful candidate should have most of the attributes below:

Minimum qualifications
- Minimum of 10 years’ of increasingly responsible and directly related experience in a complex, multidisciplinary, leading organization, including at least five years of senior management responsibility.

Preferred qualifications
- Advanced degree in Human Resources, Business Administration, or a related or equivalent field.
- A track record of success in all aspects of human resources administration including strategy, organizational development, problem solving, change management, leadership development, succession planning, HRIS, Compensation management, employee and labor relations and human resource administration and training.
- Experience in developing, implementing and evaluating strategies to align services in a multidisciplinary organization so as to achieve the utmost efficiency and effectiveness.
- Knowledge of Federal, State and local employment laws.
- Prior experience in a unionized environment.
- Direct experience with Lean management and/or an understanding of the Principles of Lean process improvement and change management strategies and practices.
- Experience in higher education, health care, and public sector environments.

See Appendix B for required competencies.

Location

UC Davis is located immediately adjacent to the city of Davis, a vibrant college town in Yolo County, in California’s Central Valley, one of the world’s most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all located within a two-hour drive. Davis is noted for its desirable quality of life, its community-oriented atmosphere, and its plentiful parks and open spaces. Davis also is known for its innovation in all aspects of community life as a leader in fostering and implementing non-traditional
approaches to traditional problems. Known as an environmentaly 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. Davis and the broader Sacramento region is also home to a thriving and engaged business community, fueled by UC Davis and eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport; there is also a commuter airport located on campus—the only one in the UC system.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/6468. Electronic submission of materials is strongly encouraged.

David Bellshaw and Brett Barbour
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900

The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. For the complete University of California nondiscrimination and affirmative action policy see: http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct.
Appendix A

About the University of California System

In the nearly 150 years since its founding, the University of California has evolved into the world’s preeminent public research university system, with an annual operating budget of more than $24 billion. The UC comprises 10 campuses—Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara—which collectively enroll more than 234,000 students. The university also operates five medical centers—at UC Davis, UC Irvine, UCLA, UC San Diego, and UCSF—as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 208,000 faculty and staff and are supported by more than 1.6 million living alumni working around the world. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California. For more about UC, see http://universityofcalifornia.edu.

About UC Davis

UC Davis comprises four colleges – Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science – as well as a graduate studies program and six professional schools – Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, School of Veterinary Medicine. UC Davis has 104 undergraduate majors and 97 graduate programs in its diverse academic programs. For more about the colleges and schools at UC Davis, please see: https://www.ucdavis.edu/academics/colleges-schools.

UC Davis has an academic staff of roughly 6,400. The university’s distinguished faculty includes members of the National Academies of Sciences, Engineering, and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, university faculty, alumni, and researchers have won the Nobel Peace Prize, the World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers. In addition to the Academic Senate of tenured faculty, UC Davis also hosts a professional academic researcher organization, the Academic Federation, with members playing a crucial role in advancing the research mission of the campus.

UC Davis Health has more than 10,000 faculty and staff and an annual budget of $2.38 billion. UC Davis Health comprises the UC Davis School of Medicine, UC Davis Medical Center, the Betty Irene Moore School of Nursing, and the UC Davis Medical Group, and an 800-member physician practice. U.S. News & World Report recently ranked the School of Medicine 18th in primary care and 45th in research amongst the top medical schools in the nation.

UC Davis is recognized for excellence across a wide array of disciplines and measures. Washington Monthly has recognized UC Davis as a Top 10 national university based on contributions to the “public good,” defined as social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.Ds.), and service (encouraging students to give something back to their country). Last year, the New York Times described UC as “California’s Upward-Mobility Machine” as part of its College Access Index, with seven of its 10 campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shone in those rankings, standing second among U.S. colleges for doing the most for low-income students: 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid, and 44 percent of students awarded a bachelor’s degree in 2014-15 graduated with no student debt. UC Davis provides an
excellent return on investment, and ranks 31st among the top 50 U.S. universities and colleges for the amount of money its students earned over 20 years after earning a degree. UC Davis ranks 6th among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to Business Insider.

UC Davis has also made excellent strides in supporting diversity and developing an inclusive campus community: the university has adopted a Strategic Plan for Diversity and Inclusion2 and will soon launch a search for the new position of Vice Chancellor for Diversity, Equity, and Inclusion. The campus ranked first on a Diverse Issues in Higher Education list based on the number of undergraduate degrees for minority students in biological/biomedical sciences. In 2016, Forbes named UC Davis first in the nation for launching women into STEM professions, and the university is expecting to earn a U.S. Department of Education Hispanic Serving Institution designation by 2018-2019, when 25 percent of undergraduates will be of Hispanic origin. Campus Pride, a national non-profit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices. For more about UC Davis, see: https://www.ucdavis.edu/

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Appendix B

Required Competencies

Required Competencies

- Leads through vision and values, and demonstrates leadership fundamentals
  - A dynamic change leader who can create competitive breakthrough solutions that inspire a high performing workforce, relentless pursuit of continuous improvement, nimble response to marketplace changes, and improved organizational effectiveness that will drive strong business results.
  - Exhibits high integrity, transparency, openness, and honesty.
  - Models interpersonal effectiveness, political acumen and good communication.
  - Interacts with others in a way that builds trust and confidence in his/her intentions.
  - Maintains the organization’s vision and values at the forefront of decision making.
- Demonstrates managerial courage
  - Demonstrates a systems perspective to successfully lead change, integrating organizational strategies and initiatives that add value.
  - States his/her opinions honestly and in a straight forward manner.
  - Addresses conflicts promptly, using focused listening and behavioral feedback.
  - Assumes responsibility and accountability for successful execution, considering people and budget impacts as key for success.
- Demonstrates self-awareness and self-control
  - Honors commitments, protects confidentiality.
  - Sets high standards of performance for oneself and the team.
  - Modifies behavior based on self-awareness to improve impact.
- Demonstrates personal growth
  - Develops and communicates personal vision.
  - Receives and takes action on feedback.
  - Leverages opportunities for self-development and improvement.
- Demonstrates competence and leadership in diversity and inclusion issues
  - Effectively demonstrates a commitment to developing a diverse and inclusive workforce.
  - Able to develop an actionable plan to promote and foster diversity and inclusion.
- Delegates responsibility, influences others and manages performance
  - Allocates and supports decision making authority to the appropriate level.
  - Effectively defines and delegates work, outlining clear and achievable expectations.
  - Uses effective people management skills to engage employees and influence a collaborative, team oriented environment.
  - Demonstrates traits and inclinations that are seen to be approachable, respected, and congenial.
  - Manages conflict, dealing effectively with strategies that seek common ground and support collaborative problem solving.
- Builds culture
  - Demonstrates appreciation and insight into the strategic impact of the workplace in relation to the organization’s overall mission.
  - Strives to develop trust within the organization and across the campuses.
  - Actively cultivates and ensures a safe working environment.
Search for the Associate Vice Chancellor, Human Resources
University of California, Davis

- Creates an environment that inspires the workforce to generate novel solutions.
- Develops sound metrics and regularly measures progress against them.

- Aligns performance for success and practices continuous improvement
  - Leverages resources to achieve operational goals.
  - Removes barriers and resolves conflicts to achieve high quality outcomes.
  - Develops metrics, team systems, and processes for continuous improvement.
  - Looks for ways to add value to customers.
  - Anticipates organizational needs and builds plans accordingly.