HUMAN RESOURCES’ ROLE IN HELPING MAKE UC SANTA CRUZ A WORLD-CLASS RESEARCH UNIVERSITY AND A GREAT PLACE TO WORK

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UNIVERSITY MISSION

Mission: “UC Santa Cruz is a world-class research university with an extraordinary commitment to society and the success of our students.”

- **Teaching:** “Our students join in this experience through our outstanding academic programs, broad student research opportunities, and varied extracurricular activities.”

- **Research:** “Our research propels human knowledge, understanding, and creativity forward through a shared spirit of innovation and discovery.”

- **Engagement:** “An uncommon dedication to diversity, social responsibility, and environmental stewardship pervades all that we do.”
Mission: “Business and Administrative Services exists to advance education, exploration, and engagement.”

- BAS provides the support structure for the University’s mission.

- BAS must align its services to support the culture, strategy, and outcomes reflected in the University’s strategic plan.

- As a key BAS service support unit, Human Resources’ role is to help campus administrators **Recruit**, **Retain**, **Recognize**, and **Reward** top quality faculty & staff.
ROLE OF FACULTY & STAFF IN ACHIEVING THE UNIVERSITY’S MISSION

- Faculty and staff give life to our vision and are the means by which we fulfill our teaching, research, and public service mission.

- Faculty contribute to student success in the classroom, generate knowledge through research and creative endeavor, and translate knowledge into practical solutions that improve the lives of the citizens of our city, state, & region.

- Staff employees help make this work possible, both in providing direct support to our academic and research activities, as well as through the myriad ways their work supports University administrative and business operations.
HR PRIORITIES

- Faculty & Staff are the University’s #1 Asset
  - Faculty & Staff must be HR’s #1 Priority.

- Teaching, research, and service are the mission of the University.
  - HR must focus relentlessly on the needs and academic, research, and service division units in helping them achieve their outcomes.

- BAS must balance efficiency and effectiveness, mitigate risk, and optimize process cost.
  - HR must be committed to continuous process improvement; simplification, and adding value to the educational enterprise.
HR STRATEGIES

➢ **For Faculty & Staff:** HR must be passionate about customer service excellence; must promote a culture that celebrates excellence; and must advocate for faculty and staff concerns.

- HR must evaluate our services through the eyes of our customers to assess impact and value.

➢ **For Campus Administrators:** HR staff should advise, but not direct. We should serve, but not regulate. We should share our knowledge and judgment, but without supplanting managers' judgment for our own.

- HR should move from a “rule-based” approach to a “judgment-based” approach to HR administration.
HR STRATEGIES

➢ To Promote Efficiency & Effectiveness: HR must leverage what we do well to add more value to the University, by using those skill sets to provide new services to current constituents or extend current services to new constituents.

  ❖ HR will exemplify Santa Cruz’ motto, “The original authority on questioning authority” by systematically asking questions about what we do (and how and why we do it), being open to new possibilities, and embracing managed change.

➢ To Address Stakeholder Requirements: HR must maintain appropriate internal audit and accountability mechanisms and satisfy external stakeholder requirements, but do so in the least intrusive manner possible.

  ❖ HR must exhibit a commitment to public transparency and accountability.
ARTICULATING AN HR LEADERSHIP ROLE

- **Purpose: A Sense of Who We Are**
  HR’s role is to help campus administrators recruit, retain, recognize, and reward top quality faculty and staff.

- **Vision: A Sense of What We Aspire to Be**
  HR will be recognized as a leader in promoting best practices in higher education HR; will celebrate customer service excellence and continuous process improvement; and will be an advocate for faculty and staff concerns in administrative decision making.

- **Strategy: A Sense of How to Get There**
  HR will build on our strengths. We will leverage historical skill sets to develop new capacity or deliver new services responsive to the needs of the University. We will look for ways to say yes, with multiple reviews within HR, before constraining institutional discretion, while maintaining appropriate public accountability.
PREPARATION & LEADERSHIP STYLE

➢ Qualifications
  - Bachelor of Philosophy & Ethics; Master of Divinity; Master of Business Administration
  - Three National Awards of Excellence for Best Practices in Human Resources

➢ Experience
  - 30 years in Higher Education HR; 20 years’ in chief HR & chief EEO officer roles.
  - Public/private; baccalaureate, comprehensive, and research universities.
  - Combination of hands-on and managerial experience in each core HR function in higher education systems with dual leadership challenges similar to University of California.

➢ Personal Attributes & Leadership Style
  - I am passionate about what I do and share that passion with others.
  - I believe HR is a team sport that requires conscious partnership-building and an intentional consensus-based approach to developing solutions.
  - I believe my role is to create a shared vision focused on achieving outcomes, empowering individuals to work toward those outcomes while providing necessary resources and support, then managing by results.
HOW CAN HUMAN RESOURCES IMPROVE YOUR WORK LIFE AT UCSC?

- What does HR do particularly well? What are our strengths?

- What should HR be doing that it is not doing now? What program or policy changes or enhancements would you like to see?

- What drives you “bat-crazy” when you have to call HR? What are the points of friction we can address immediately?

- If you are honest enough to share your thoughts and feelings, I promise you that Human Resources will listen, acknowledge, respond, and act accordingly.

- Working together, we can help make UC Santa Cruz – not only a world-class research university – but a better place for faculty and staff to work and live and thrive, as well.