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SUMMARY:

Highly-qualified, accomplished senior Human Resource professional with demonstrated success providing broad-based human resource leadership in recruiting, training and supervision, benefits coordination, policy development, compensation and reward systems, labor relations and financial management / budgeting. Strengths include:

- Extensive labor relations experience with both new and continuing unions representing student assistants, clerical staff, managers and faculty with a strong foundation in non-traditional interest-based bargaining.
- Development of multiplicity of programs around employee engagement and career advancement.
- Demonstrated success focusing the creative efforts of organizational staff toward reality-driven change during times of financial hardship. Able to respond to operational and financial challenges with confidence, composure and purpose.
- Outstanding interpersonal and relationship building skills, a strong team orientation, bottom-line focus and a thorough understanding and application of all functional areas of human resources.
- An effective change agent; acknowledged for balanced judgment, stability and capacity to steer consensus among core disciplines with diverse agendas and visions.
- A particular commitment to customer service and proactive client support.

EXPERIENCE:

HARVARD MEDICAL SCHOOL (HMS), Boston, MA

2005 - Present

One of the graduate Schools of Harvard University and currently the #1 medical School in America, as ranked by U.S. News and World Report.

Concurrently function as both Director of Human Resource Services and Acting Associate Dean for Human Resources – see dates and descriptions below:

Director of Human Resource Services (2005 - Present)

Reporting to the Associate Dean for Human Resources, manage labor / employee relations and recruitment activities for staff of 1,450. Accountable for all HMS and Dental School compensation programs and manage budget of approximately \$8M, with 12 direct reports.

- Supervised work and client relationships of four labor and employee relations specialists, six staff and organizational development specialists and three recruiters.
- Served on various University committees including Staff Engagement Survey, Variable Pay, International Task Force, and Diversity Committee, resulting in comprehensive blueprint for variable pay programs, guidelines for deploying staff to international locations, staff-designed action plan, and new system requiring hiring authorities to proactively consider minorities and women staff for open positions.
- Member of Dean's Committee on Status of Women addressing issues facing both faculty and staff women resulting in creation of a mentoring program for all campus staff.
- Developed staff recognition and rewards program. Directed employee team through creation of spot awards, exceptional managers /employees and team awards. Secured annual funding of \$30K in support of these programs.
- During negotiations with Harvard's primary union, AFSCME affiliate Harvard Union of Clerical and Technical Workers, chaired side table comprised of both union and management members to negotiate new contract fully governed by principles of interest-based bargaining. Process strengthened relationships and allowed aspirations of both labor and management to be addressed.
- Co-chair Harvard Medical School Joint Council comprised of equal number of union and management members engaged in staff education, problem solving and programming.
- Led Basic Sciences administration through review of compensation and retention practices for research administrators, resulting in enhanced compensation structure, new Graduate Certificate / Master's Degree program in research administration, and establishment of internship programs designed to prepare next generation of grants managers. In all efforts, launched collaborative partnerships with other research areas at Harvard and academic medical centers.
- Reviewed existing staffing and planned for future talent necessary to support new areas of responsibility arising from School's 15 year strategic plan and other high profile initiatives, including physical move to Allston Campus.

HARVARD MEDICAL SCHOOL (continued):

Acting Associate Dean for Human Resources (2007 - 2008)

Appointed Acting Associate Dean for Human Resources in December 2007, with 15 direct and 15 indirect reports. In this capacity, sit as member of Executive Dean's senior team, periodically meeting with Dean's Cabinet and Vice President of Human Resources for Harvard.

- Define roles and recruit new senior leadership team to support new Dean and Administrative Dean.
- Lead an interest based bargaining team for Harvard's clerical union.
- Operationalized Harvard's Employee Engagement Survey results using staff work teams.
- Redesigned and standardized terms of employment for Medical School faculty.
- Created and implemented Certificate Program and Master's Degree Program for research administrative staff throughout Harvard and major affiliated hospitals.
- Assisted in design for new Center for Clinical and Translational Science, collaborative enterprise among all Harvard science departments and academic medical centers.
- Developed school-wide competitive, cash-based recognition program recognizing staff contributions to School.
- Conceived and implemented comprehensive compensation review for research administrative staff at all Harvard science schools, resulting in more market competitive salaries and enhancing staff development and retention.

HARVARD DIVINITY SCHOOL, Cambridge, MA

2003 - 2005

One of the constituent Schools of Harvard University whose purpose is to train graduate students in academic study of religion, for practice of a religious ministry or other public service vocations.

Director of Human Resources

Reporting to the Associate Dean for Finance and Administration, charged with managing all aspects of HR services and programs for 100+ regular staff, 60 faculty and 100+ student and temporary employees. Programs included labor and employee relations, staffing, recruitment, compensation, training and development and performance management. Managed staff of six handling recruitment, compensation and payroll, training and development and faculty HR.

- Accountable for preparation and oversight of HR budget of approximately \$6M.
- Reviewed and revamped compensation and reward systems, bringing Divinity School salaries to parity with others in University.
- Advised Dean and Administrative Dean on matters of salary equity, human resource implications of organizational redesign and employee performance issues.
- Worked closely with Union representatives on difficult performance or layoff issues, training managers in delivering effective feedback, initiating difficult conversations and process necessary to formulate layoff decisions.
- Implemented HR case management system for laid-off employees.
- Provided support and consultation to Dean and Academic Dean as School moved through extremely ambitious faculty recruitment and promotion program, resulting in revamped academic recruitment process that allowed for rapid application turnaround and greater success rates in hiring top candidates.
- Represented Divinity School on several University ad hoc and standing committees.
- Ensured compliance with union contracts, legal requirements, and affirmative action goals and objectives.

UNIVERSITY OF MASSACHUSETTS, Boston, MA

1998 - 2003

The second largest campus in the five-campus University of Massachusetts system with a student body of about 14,000.

Assistant Vice Chancellor for Human Resources

Provided HR leadership in recruitment, compensation, labor and employee relations, staffing, recruitment and benefits administration for a campus of 2,300 staff and 800 faculty. Supervised a staff of six direct and 22 indirect reports.

- Ensured compliance of workforce actions with seven different union contracts for exempt and non-exempt staff, faculty and graduate assistants. Negotiated first ever contract for part-time faculty.
- Oversaw Workers' Compensation program and collaborated with Environmental Health and Safety to address ergonomic well-being issues for staff and faculty.
- Coordinated Campus Labor Management Council, providing notification of anticipated changes or issues and allowing unions to articulate their members concerns before matters could escalate to grievance level.
- Designed and implemented state-of-the-art training programs for management and staff, including Workplace Violence, Performance Management and Customer Service.

UNIVERSITY OF MASSACHUSETTS (continued):

- Conducted ongoing effectiveness evaluation of employee policies and compensation programs.
- Negotiated and administered contracts with seven unions including SEIU, UAW and Massachusetts Teacher's Association (MTA).
- Successfully balanced labor contractual mandates during three years of declining State support and budgetary reductions.
- Coordinated grievance accountability and provided departmental training in employee relations.
- Oversaw implementation of PeopleSoft HR for Campus in coordination with the entire UMass system.

UCLA DIVISION of CONTINUING EDUCATION, Los Angeles, CA

1994 - 1998

Comprised primarily of Extension and Summer Sessions, UCLA is the largest single-campus continuing higher education program of its kind in the nation.

Director of Human Resources

Worked with a staff of 11 to create and effectively manage employee relations, staffing, labor relations, recruiting and compensation for 400 academic and staff employees. Answerable for the \$13M talent staffing component of Division's \$45M budget.

- Monitored salary equity and market comparability. Forecast human resource needs and creatively addressed needs while meeting all budget parameters.
- Developed and implemented variety of employee recognition programs, including incentive awards, customer service bonuses and pay for performance systems.
- Represented Division in system-wide collective bargaining, campus grievances, academic complaint processes and civil litigation. Developed administrative appeal process for non-represented staff.

UCLA SCHOOL OF MEDICINE, Los Angeles, CA

1992 - 1994

UCLA School of Medicine is one of the nation's elite medical schools.

Compensation Manager

In a position deployed from Campus Human Resources, charged with providing compensation and classification analysis for the full range of non-academic positions within the School.

- Conducted salary surveys of external markets. Developed and conducted in-service compensation training.
- Revamped process for review of Medical School / Medical Center compensation equity and provided first ever comprehensive review for research administrators

Additional Career Highlights

Held Chief HR roles (encompassing compensation, staffing, LR/ER, and training and development) at both the University of Chicago and the University of California, Davis Libraries. At Chicago negotiated initial contract with the Teamsters representing all University clerical staff and managed two reductions in force. Named first Affirmative Action Officer for the University of Wisconsin, Madison Libraries and wrote the initial affirmative action plan for that Division.

EDUCATION:

MS, Library Science, University of Pittsburgh, Pittsburgh, PA

BA, Classics and English Literature, University of Pittsburgh, Pittsburgh, PA

AA, Classics, American School in Athens, Greece (on scholarship)

PROFESSIONAL MEMBERSHIPS:

- New England Human Resources Association., Member
- Society for Human Resource Management, Member
- College and University Professional Assn. for HR, Member