



**ASSOCIATE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER
UNIVERSITY OF CALIFORNIA, OFFICE OF THE PRESIDENT
POSITION PROFILE**

**UNIVERSITY
OF
CALIFORNIA**

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ASSOCIATE VICE PRESIDENT AND CHIEF HUMAN RESOURCES OFFICER

EXECUTIVE SUMMARY

The University of California Office of the President (UCOP) is seeking an experienced, strategic and forward-thinking leader to serve as the next Associate Vice President and Chief Human Resources Officer (AVP-CHRO) for the UCOP Human Resources Department.

Reporting to the Systemwide Vice President for Human Resources, the AVP-CHRO for UCOP will have the opportunity to elevate the department and explore innovative ways to transform its practice in support of the University of California's strategic goals and vision for the future during a dynamic time. The AVP-CHRO will enter at a pivotal moment, with an expectation to assess and modernize HR service delivery, organizational structure, and capability in response to a rapidly evolving environment. This leader will be charged with strengthening trust with internal clients, elevating service levels, and ensuring HR is viewed as a high-impact strategic partner across UCOP.

With seven direct reports and a team of 35 HR professionals, the AVP-CHRO for UCOP has direct oversight of the local UCOP units, including the HR Business Partners Team, Employee and Labor Relations, Talent Acquisition, Workforce Planning & Organization Development, Compensation & Payroll, Learning & Development, Disability and Leave Management, as well as grievances and complaints, staff personnel policies and procedures, wellness programs, employee engagement strategies, and HR-related strategic initiatives. This role also holds indirect oversight for local employee benefits counseling, staff assistance programs and HR Information Systems (HRIS) services. The AVP-CHRO is also co-owner of the UCOP Employer of Choice strategic goal, works closely with the Office of Workplace Inclusion and Belonging, and participates in systemwide goals, programs or projects, such as working collaboratively with other UC CHROs in determining changes to the overall UC HR strategic direction and UC systemwide HR policies.

Key areas of focus will include:

- Build on a collaborative and dedicated HR team to further strengthen service delivery, consistency, and client experience across UCOP.
- Evolve the HR operating model to meet the needs of a growing, complex, and increasingly unionized workforce.
- Partner with senior leaders to enhance HR's role as a trusted, consultative advisor across the organization.
- Assess and align structure, processes, and resources to support scalability, efficiency, and long-term effectiveness.
- Strengthen organizational capabilities in areas such as employee and labor relations, talent acquisition, and workforce planning.
- Lead thoughtful change management efforts, including organizational transitions, in a way that supports managers and employees.
- Identify opportunities to leverage technology and emerging tools to enhance HR services and operations.
- Invest in the continued development and upskilling of HR staff to meet evolving organizational needs.

UNIVERSITY OF CALIFORNIA

Founded in 1868, the [University of California \(UC\)](#) is the world's leading public research university system. With ten campuses, six medical centers and three affiliated national laboratories, and renowned for its mission to deliver world-class education, research and public service to California, the nation, and the world, the UC has been home to more than 70 Nobel laureates.

The UC began more than 150 years ago on a simple but revolutionary idea: that college should be available to everyone. That same spirit still guides it today. Today, the UC system has more than 300,000 students and 265,000 faculty and staff, with 2.5 million alumni living around the world. UC helps create an educated workforce that keeps the California economy competitive. UC's health locations provide world-class care regardless of ability to pay, serving those in most need across California. The UC is driven by the values of public service in all it does.

UC embodies the ambition of California and ignites the potential of its people. California is a land of transformation. The seismic shifts in technology, culture and creativity that begin here ripple through the nation and the world.

**BOLDLY
CALIFORNIAN**

Our UC system is both a creation of, and the catalyst for, this forward-looking spirit. Only UC has the unrivaled depth and breadth of excellence necessary to fully fuel the state's dynamic growth and desire for progress.

Every day our people boldly combine the visionary and the practical. We produce the discoveries, leaders and services that create new opportunities for the largest, most diverse and dynamic state in the nation.

OFFICE OF THE PRESIDENT

[The UCOP](#), located in Oakland, California, is the university system's headquarters, managing its fiscal and business operations and providing centralized labor relations and legal services in support of the academic and research missions across its campuses, labs and medical centers.

DEPARTMENT OVERVIEW

The [UCOP Human Resources Department](#) comprises 35 human resources professionals and serves UCOP's 2,200+ staff working collaboratively across all UCOP departments and divisions to provide critical support and human resources services. The Department aspires to provide exemplary client service, form strategic partnerships within the UCOP community and create a work environment designed to attract, develop and retain the best qualified people. Its HR Business Partners are assigned by department and provide guidance regarding all local HR services. The other staff units cover benefits, disability and leave, talent acquisition and employment, learning and development and compensation. In the context of a growing and increasingly complex organization, the department is continuing to evolve its service delivery model, organizational structure, and capabilities to best support UCOP's needs.



OPPORTUNITIES FOR IMPACT

This is an unprecedented time in higher education, and a critical inflection point for all universities. There is an opportunity at the University of California, Office of the President to elevate and transform the human resources function to emphasize increased collaboration, partnership, efficiency and effectiveness.

Building on a collaborative and committed HR team, the AVP-CHRO will play a critical role in evolving HR service delivery to meet the needs of a growing and complex workforce. This leader will assess and enhance structures, processes, and capabilities to strengthen consistency, responsiveness, and overall effectiveness.

We are seeking an individual who will embody the UC spirit and bring a bold vision for a forward-looking approach to human resources, leveraging the intersection of new technologies, modern infrastructure and human service to have the highest impact.

The next AVP-CHRO will develop a team that serves as a strategic business partner, effectively consulting, advising and supporting senior leaders on HR related matters. The AVP-CHRO will ensure the team's approach and priorities align with the overall strategy and needs of UCOP, with a culture that emphasizes proactive, responsive and data-driven customer service.

A leader who appreciates complexity, is solutions-oriented, and highly collaborative will be well-suited to assess and evolve the structure of the department. This includes evaluating workflows, clarifying roles and expectations, strengthening service delivery, and defining metrics for success to support a high-performing HR function.

A service-minded, politically astute human resources leader who enjoys developing, mentoring and nurturing a team will find the chance to leave a lasting impact.

Visionary.
Experimental.
Optimistic.
Awe-Inspiring.
Essential.
Audacious.
Pioneering.
Proven.

REPORTING

Reports to: Systemwide Vice President for Human Resources

Total FTEs managed: 35

Direct reports: 7

- Human Resources Business Partner Director
- Talent and Organization Development Director
- Compensation Director
- Talent Acquisition Director
- Organization Development and Design Manager
- Project Policy & Budget Analyst
- Leave & Accommodation Services Director

Budgetary oversight: \$9.6 million

KEY RESPONSIBILITIES

LEADERSHIP AND STRATEGIC PARTNER

- Serve as a strategic, expert and hands-on human resources leader who oversees the strategic planning, fiscal management and day-to-day delivery of UCOP-wide services across all UCOP HR units.
- Ensure the department is structured for maximum visibility, impact and effectiveness while fostering a high-performing team.
- Direct oversight includes all local UCOP HR units: HR Business Partners, Employee and Labor Relations, Talent Acquisition, Workforce Planning & Organization Development, Compensation and Payroll, Learning & Development, Disability and Leave Management, as well as grievances and complaints, staff personnel policies and procedures, wellness programs, employee engagement strategies, and HR-related strategic initiatives.
- Indirect oversight of employee benefits counseling, staff assistance programs and the HR Information Systems.
- Work collaboratively to help develop effective and efficient solutions for a wide range of complex human resources matters and challenges.
- Establish credibility and trust with senior leaders, serving as a highly effective, consultative partner in a complex, matrixed, and non-mandated environment.

OPERATIONAL AND SERVICE EXCELLENCE

- Lead strategic, operational, and hands-on efforts to evaluate, assess and improve UCOP-wide HR practices, programs, systems, policies and procedures including providing guidance for change management impacts.
- Evaluate the effectiveness of current HR service delivery models and implement improvements to enhance responsiveness, consistency, and overall client satisfaction.
- Provide leadership to establish a human resources culture of support, collaboration and partnership with various constituent groups across UCOP.
- Lead team in operational and service excellence objectives, driving continuous improvement and high client satisfaction.
- Establish clear service expectations, metrics, and accountability mechanisms across HR functions to ensure high-quality, consistent service delivery.
- Identify and proactively pursue improvements utilizing methodologies such as Lean for Service, Kotter Change Management or other tools.
- Utilize HR-specific and organizational metrics to gauge client satisfaction, assess HR department performance and foster a continuous improvement environment within HR.

MENTORSHIP, MANAGEMENT AND STEWARD OF CULTURE

- Effectively mentor and develop the human resources team across all levels.
- Provide coaching and development to HR leaders to strengthen leadership capability, clarify expectations, and support their effectiveness as enterprise leaders.
- Embrace a culture of inclusivity and belonging.
- Partner with the Office of Workplace Inclusion and Belonging to develop and implement strategies to improve culture and staff engagement, including the development of staff engagement programs, resources and surveys.
- Participate in sponsorship efforts to positively impact newly hired and current employees.
- Partner with other senior leaders to lead, oversee and drive programs that promote a fair and equitable workplace.

COMPLIANCE OVERSIGHT

- Ensure compliance with and effective administration of all relevant Federal and State laws and regulations including Equal Opportunity, Affirmative Action, FLSA, UC Personnel and Business and Finance policies, as well as applicable collective bargaining unit contracts.
- Responsible for leading responses to internal and external audits in the various UCOP HR areas.

SPECIAL PROGRAM AND PROJECTS

- Act as a key leader for developing and implementing special programs and projects, including but not limited to workforce strategies, special UCOP local policies and procedures, and/or other special projects as required.
- Lead or support organizational change initiatives, including restructuring efforts, in partnership with senior leadership.

COLLABORATION AND SYSTEMWIDE COLLABORATION

- Participate with other UC CHROs in determining changes to UC HR strategic direction and UC systemwide HR policies.
- Advocate for and represent UCOP interests within the University of California system.
- Build strong relationships across UC locations and with systemwide HR leaders to align priorities and share leading practices.

QUALIFICATIONS

EDUCATION

- Bachelor's degree or equivalent experience or training is required.
- Advanced degree in HR management, public administration, business administration, employment and personnel laws/policies, or other related field, or an equivalent combination of education and experience is required.
- Lean Six Sigma (or Lean for Service) Certification is preferred.
- Change management certification is preferred, such as Certified Change Management Professional (CCMP) or Prosci.

REQUIRED LEADERSHIP EXPERIENCE

- Minimum of ten years of progressive human resources management or related experience in a large, complex organization with evidence of:
 - Experience developing highly effective human resources infrastructure, including selecting, training, organizing, developing and mentoring HR professionals.
 - Track record of visionary leadership and ability to mentor, coach and inspire others to achieve shared goals.
 - Proven ability to deliver a high-level of client satisfaction and drive continuous service and process improvements.
 - Track record of establishing measurable, reportable results, including KPIs and service level agreements.

- Experience leading organizational change, including transformation of service delivery models, organizational design, or team effectiveness initiatives
- Experience operating in complex, highly regulated, or unionized environments.
- Experience with departmental budgets, evidence of responsible fiscal management, and a track record of financial accountability, including on-target budgets, forecasts, and actuals.

PREFERRED LEADERSHIP EXPERIENCE

- Minimum of five years of experience in a progressive academic institution or experience in an educational institution.
- Experience leading an organization in development and implementation of Employer of Choice strategy and successful recognition as Employer of Choice organization.
- Experience with driving employee engagement strategies and results.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

- Results-oriented visionary with an ability to effectively match resources with objectives.
- Demonstrated analytical and creative skills to plan, lead, and implement innovative solutions and make positive impact and sustained change for people and culture.
- Demonstrated critical and strategic thinking skills and judgment to make sound decisions in uncertain or ambiguous situations; ability to approach challenges with a clear perception of organizational and political impacts.
- Demonstrated political acumen and ability to influence and guide decision-making without direct authority.
- Demonstrated ability to handle extremely sensitive and challenging situations/individuals effectively.
- Ethical, honest and unquestioned integrity.
- Evidence of sound judgment, transparency, and inclusivity.
- Proven track record of leading enterprise-wide change initiatives, including organizational transformation, cultural evolution, digital/HR system implementations, and large-scale restructuring efforts.
- Strong verbal and written communication skills; demonstrated experience effectively conveying information and navigating conversations around inclusivity, people, and ideas.
- Demonstrated ability to build trust and credibility across all levels of an organization.
- Visible, accessible, and approachable with an ability to work effectively across organizational lines and throughout the UCOP organization and UC system.
- Ability to build and manage strong working relationships with other members of the leadership team; demonstrate confidence and inspire trust and confidence in others.

PREFERRED KNOWLEDGE, SKILLS AND ABILITIES

- Advanced knowledge of organizational and systemwide personnel policies and applicable laws and regulations.
- Expert knowledge of federal and state employment laws including but not limited to those administered by the Department of Labor, Equal Employment Opportunity Commission, and the Office of Federal Contract Compliance.
- Familiarity with HR information systems and technology platforms that support HR operations and decision-making.

APPLICATIONS OR INQUIRIES

Confidential inquiries, nominations, referrals, and applications are invited and can be submitted to the dedicated search mailbox: chroucop@mednet.ucla.edu.

Applications must be complete to be reviewed for consideration. A complete application includes: 1) Curriculum Vitae/ Resume 2) Cover letter that expands upon relevant experience, prior roles held and specific accomplishments within those roles, and 3) Completion of the UC Applicant Self-Identification form. To begin an application, please submit a CV/resume and cover letter to the search mailbox, the search firm will provide additional instructions for completing the application.

UCOP has engaged the [Executive Search Services](#) team at UCLA Health, a well-established UC internal firm that specializes in recruiting university leaders, to assist with this search.

Applications will be considered until an appointment is made, however, interested candidates are encouraged to submit materials to the above email address by September 7, 2026, for full consideration.

PayScale: \$275,000 to \$315,000 annually, commensurate with experience

Full Salary Range: \$198,600 to \$407,800 annually

The University of California, Office of the President is required to provide a reasonable estimate of the compensation range for this role. This range takes into account the wide range of factors that are considered in making compensation decisions including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. The full salary range shows the growth potential for this position, and the pay scale is the budgeted salary or hourly range that the University reasonably expects to pay for this position. It is not typical for an individual to be offered a salary at or near the top of the full salary range for a position.

Successful completion of a background check is required for this critical position. Details about UCOP's background check process can be found at: <https://www.ucop.edu/local-human-resources/resources/manager-resources/hiring-process/background-checks.html>.

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, protected veteran status, or other categories covered by the UC Anti-Discrimination Policy (<https://policy.ucop.edu/doc/1001004/Anti-Discrimination>).