

Summary of Qualifications

- Building best practices compensation, benefits, and talent acquisition functions for approximately 35,000 employees at UCLA
- As senior HR executive for Avalon Health Care, Inc., reinvented the HR function for a regional healthcare company with 5,000 union and non-unionized employees
- Designed and implemented award-winning best practices solutions for human resources, talent management, organization effectiveness, leadership development, and cross-functional team management at top companies including Apple, FedEx, GE, Unilever, Blue Shield of California, HP, Autodesk, and Taiwan Semiconductor Manufacturing Corporation
- As Senior Vice President and Chief Financial Officer of a division of a regional healthcare system, developed programs, services, and processes that resulted in an award-winning, nationally recognized behavioral health organization
- Served for 16 years as contract Fiscal Monitor and Team Leader for United States Department of Health and Human Services, Center for Mental Health Services conducting fiscal reviews of numerous states' public mental health systems

Skills

- **Strategic/Creative Thinking**
 - Created process and tools to implement a new market-based compensation structure at UCLA
 - Developed a new total compensation calculator for UCLA
 - Collaborated with IT to develop web-based job description and HR process tools
 - Recreated HR structures, processes, metrics, and team for a multi-state company
 - Designed and implemented award-winning and/or company leading HR programs
 - Developed talent management solutions for multiple companies
- **Business and Financial Acumen**
 - Experienced as a Chief Financial Officer; improved profitability, cash flow, and regulatory compliance; reduced employee turnover, improved productivity
 - Eleven years of experience in day-to-day operational management roles that included profit and loss responsibility
 - Outstanding financial and organizational performance during leadership tenure
 - Fifteen years of experience designing people and business solutions for leading global companies
- **Relationship/Interpersonal Management**
 - Consistently expanded business opportunities with client companies
 - Designed and implemented solutions for companies focused on emotional intelligence, executive presence, and strategic relationship management
 - Conducted numerous highly rated training and conference presentations

Professional Experience

Director, Compensation, Benefits, and Employment Services, University of California, Los Angeles (UCLA), Los Angeles, CA, 2015 – Present

UCLA, the flagship of the 10 campus University of California system, is an AAU institution and the most consistently highly ranked public university in the United States. UCLA has a total workforce, including student employees, of approximately 60,000.

- Human Resources leader responsible for compensation, benefits, and talent acquisition services for 35,000 campus employees
- Ensure compliance with all Federal, State, and local laws and Collective Bargaining Agreements (CBA) in the implementation of compensation, benefits and recruiting processes
- Manage a team of 25 professionals to process compensation, benefits and recruiting services transactions for faculty, staff, and student employees
- Participate in system-wide teams and work groups to develop strategic direction for functions under the Director's purview
- Design processes and tools to transition UCLA Campus to a new market-priced compensation structure
- Currently developing the talent pool and processes to transition to a metrics and analytics focus for decision-making
- Recipient of a UCLA STAR award for work in creating modeling tools for costing collective bargaining agreements

Compensation Manager, University of California, Riverside, Riverside, CA, 2013- 2015

The University of California, Riverside (UCR) is one of the 10 campuses in the University of California system. It has one of the most diverse student populations in the United States with the majority being first in their family to go to college. UCR is developing the first new medical school to be built in California in over 40 years.

- Implemented a new market-based compensation structure for the staff employees at the Riverside campus
- Created a costing tool which was adopted system-wide for pricing bargaining unit contracts
- Collaborated with new UCR School of Medicine to build the compensation and staffing infrastructure for medical school
- Recipient of two UCR STAR awards for work creating the system-wide costing tool and the successful implementation of the market-based classification structure
- Collaborated with UCR's Computing and Communications (IT) to design new web-based tools for development and management of job descriptions and processing individual salary actions including equities and reclassifications

Senior Vice President, Human Resources, Avalon Health Care Group, Salt Lake City, UT, 2009-2013

Avalon Health Care, Inc. is a large, privately held, skilled nursing, rehabilitation, and hospice provider with 40 skilled facilities, multiple rehabilitation locations, and hospice operations in at least 9 states. The workforce of approximately 5,000 employees is both unionized and non-union.

- Recreated the HR function including structure, compensation, benefits, labor and employee relations, recruitment, and compliance
- Implemented leadership development, talent management, and organization effectiveness programs for multi-state union and non-unionized facilities
- Developed the HR infrastructure and training program for the international expansion of Avalon Health Care into China
- Worked with members of Board committees to evaluate new strategies for compensation, benefits, and organization effectiveness
- Chaired a Board of Directors taskforce to develop a business transformation plan

Principal and Senior Consultant, Larcen Consulting Group, Los Altos, CA, 1996 – 2009

Larcen Consulting Group is a small, specialized consulting practice focusing on leadership and organization effectiveness, high potential talent development, executive assessment and coaching, and leadership development. Larcen's consultants all have significant practical business experience in combination with behavioral health credentials.

- Designed and implemented HR, talent management, organization effectiveness, and process redesign solutions for leading companies in technology, health care, financial services, telecommunications, and manufacturing
- Created and implemented competency models, 360 feedback instruments, and innovative leadership development projects
- Developed award-winning or company-leading projects at a number of companies
- Served as thought partner and coach to senior leaders at client companies

Senior Vice President and Chief Financial Officer, Covenant Health System, Behavioral Health Division, Knoxville, TN, 1990 – 1996

Covenant Health System is the largest regional health system in East Tennessee with multiple hospitals, home health, and ancillary services. The Behavioral Health Division included a psychiatric hospital, approximately eight outpatient clinics, and a variety of behavioral health and substance abuse programs.

- Provided operational leadership for Accounting, Finance, HR, IT, Risk Management, and Facilities
- Developed innovative performance management and incentive programs
- Improved profitability, cash flow, Accounts Receivable turnover, regulatory compliance, automation, and reduced employee turnover
- With other senior executives, created an award-winning, nationally recognized organization

Director of Operations and Clinic Manager, Overlook Center (later merged with Covenant Health System), Knoxville, TN

- Provided operational management including staff and profit and loss management for outpatient behavioral health clinics
- Improved profitability and Accounts Receivable turnover
- Reduced staff turnover and recruited hard-to-acquire health care professionals

Operations Coordinator and Alumni Affairs Director, University of Kentucky, Lexington, KY

- Designed and implemented the first Alumni Affairs program for the College of Business
- Provided career coaching for graduate and undergraduate students
- As Operations Coordinator, served as member of interdisciplinary health care team in the College of Medicine

Education

- **Master of Business Administration (MBA)**, University of Kentucky, Lexington, KY
- **Master of Social Work (MSW)**, University of Kentucky, Lexington, KY
- **Bachelor of Arts in Psychology**, Berea College, Berea, KY
- **Doctoral coursework** in Finance, Economics, Statistics, Healthcare Planning, University of Kentucky, Lexington, KY

Certifications/Licenses

- **Certified Compensation Professional, WorldatWork**
- **Senior Professional in Human Resources (SPHR), Human Resources Certification Institute**
- **SHRM Senior Certified Professional (SHRM-SCP), Society for Human Resources Management**
- **Licensed Master Social Worker, State of Tennessee**