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Human
Resources
Annual
Report





A message from the Vice President

Welcome to the 2023-2024 inaugural Human Resources Annual Report. Continuing our journey of iterative HR transformation, this report provides a high-level overview of this past fiscal year with easy-to-digest infographics. Grounded by our shared mission and driven by our vision for the future of Santa Clara HR, your human resources team has made significant progress in support of our campus community. With an unwavering commitment to increasing our competitiveness in today's labor market, the team has advanced key initiatives related to compensation, benefits, recruitment, and engagement, while fostering an environment that helps our employees and students thrive.

The HR enhancements and investments made thus far have provided us with a strong foundation to support the strategic priorities included in Impact 2030. While much has been done, there remains much more on the horizon. We look forward to further engaging employees at all levels regarding this process of continuous improvement and HR transformation. I encourage you to actively participate in upcoming opportunities to have your voice heard via surveys, focus groups, pilot programs, our governance structures, and/or by providing feedback directly via hrservicedesk@scu.edu. Santa Clara can only realize our shared mission through the extraordinary contributions of our staff and faculty. It's truly an honor to be of service to our employees, as Santa Clara continues to rise.

Onwards & upwards - Go Broncos!

Zenobia Lane
Vice President of Human Resources

Mission

To create a dynamic and inclusive work environment that welcomes and values the diversity of our staff, faculty and student employees.

Vision

We provide competitive and comprehensive total rewards and wellness programs. We offer a range of exciting developmental opportunities and create policies and programs that support the University's mission and enable people to *be their best and do their best work.*



HR

@ a glance




GENERATIONS IN THE WORKPLACE

1925

2012

From Gen Silent to Gen Z



YOU'RE HIRED!

216

New staff hired from 338 open requisitions and 5,620 applicants



EMPLOYEE WELLBEING


| | |
|--|---|
| 108 | 365 |
| Participants of the Mission Walk in Oct | Engaged users of the Calm App out of 503 registered |
| 389 | 234 |
| Participants in the Go Move Challenge for a total of 605,956 minutes | Employee appointments for financial consultations |
| 67 | 1101 |
| Nutrition counseling appointments offered | Massage chair appointments |



HOW LONG HAVE YOU WORKED HERE?

9 Yrs*


*Average tenure of faculty and staff



CHECK PLEASE!

135,542

Number of payroll checks processed



ARE YOU THE RIGHT FIT?

87

Days on average to fill a position



CLIMBING ON UP

| | |
|--------------------------------------|--|
| 138 | 31 |
| Internal promotions of Staff members | Internal promotions of Faculty members |



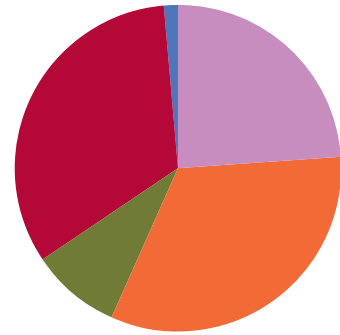
BENEFITS AND WELLNESS FAIR

| | |
|---------------------|-------------------------|
| 29 | 375 |
| Vendors at the fair | Employees that attended |



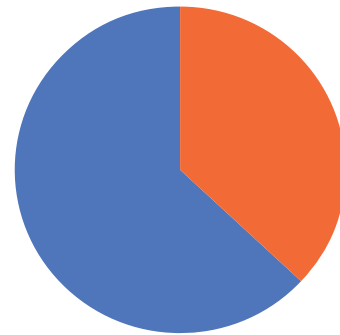
Demographics Data

SCU employs over 800 faculty and over 1300 staff employees. Represented in our diverse employee population, we have five different generations in our workplace. While recent research from trusted sources, such as the College and University Professional Association for Human Resources (CUPA-HR), predict an increase in higher education turnover rates, SCU's average length of employment remains 4 years higher than the average anticipated length of tenure.



Generations in the Workplace

- Millennial **33%**
- Baby Boomer **24%**
- Silent **1.3%**
- Gen X **33%**
- Gen Z **9%**



Employment Category

- Faculty **37%**
- Staff **63%**

91%

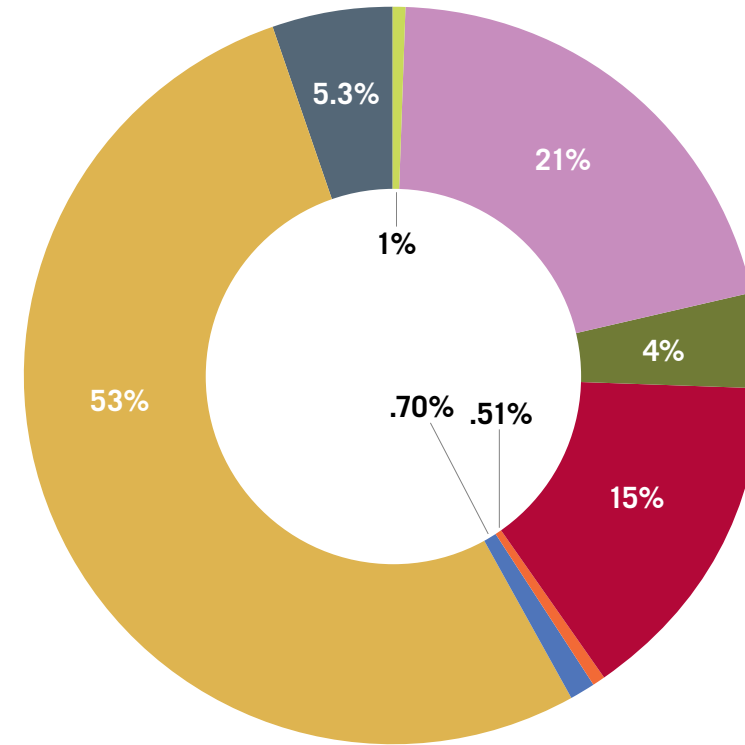
Retention Rate

for Faculty

89%

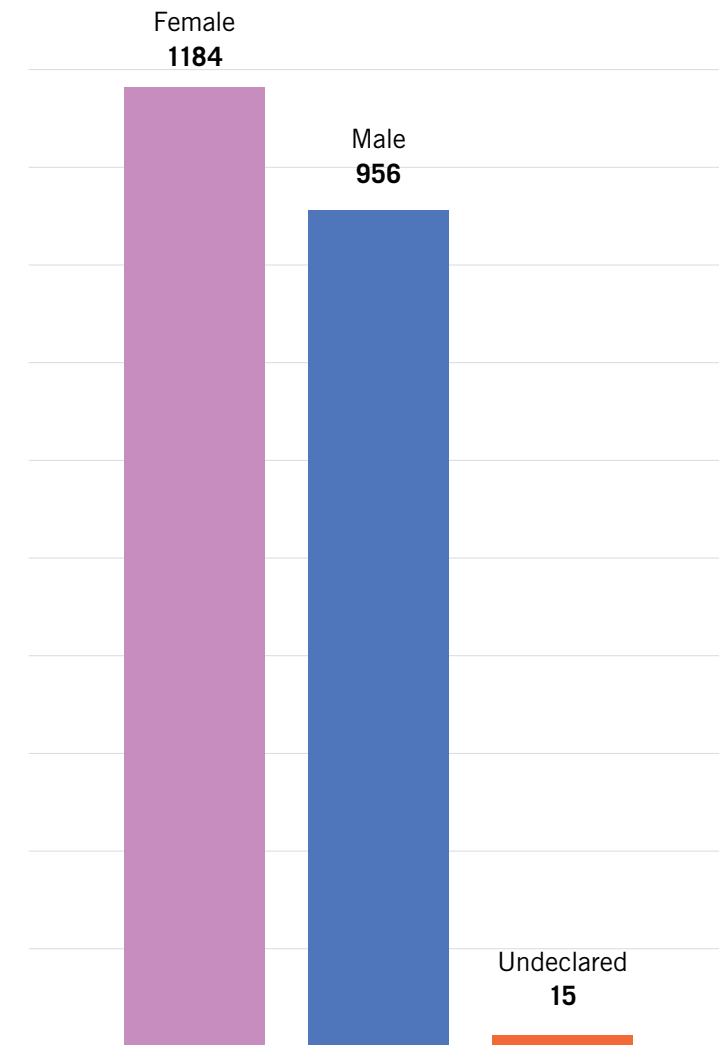
for Staff

Ethnic Diversity



- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White
- Unanswered/Blank

Gender Diversity



Demographic Data collected as of July 1, 2024



All in a Workday

454

Reports delivered to the community

This includes new and existing scheduled reports that provide critical HR data to support the work happening in the many functional areas of the employment lifecycle.

50

Business process updates

Regularly reviewing and modifying our business processes keeps the Workday system in tune with the University's changing needs. These items include workflows and actions that reduce or eliminate manual processes.

90

New functionality

New and enhanced functionality intended to improve the end-user experience, or to address critical or legislated business process needs. It includes items such as pay hub, career hub, model my pay, Adobe eSign, Home Cards, Important Dates, Timely Suggestions, My Tasks, etc.

36

Security roles

These unique system security roles were modified and assigned to end-users to protect the data access and security parameters of Workday information and business processes.

15

Policy changes

New functionality or enhancements to existing functionality to address policy or legislative changes. These include additional PTO, hours worked calculations, changing vaccination requirements, CA sick leave, benefits open enrollment, collective bargaining updates, and student job postings.

30

Integrations

The introduction of new benefits vendors and other system changes required updates to our multiple file integrations. This includes any processes to generate and remit/receive data files to/from other systems, such as new external providers, parking services, key revalidates, Workday template updates, etc.

50

Workday education

New user guides, timely suggestions and announcements are always being created/updated to support our employees' ability to access their information on-demand, without hassle or confusion.

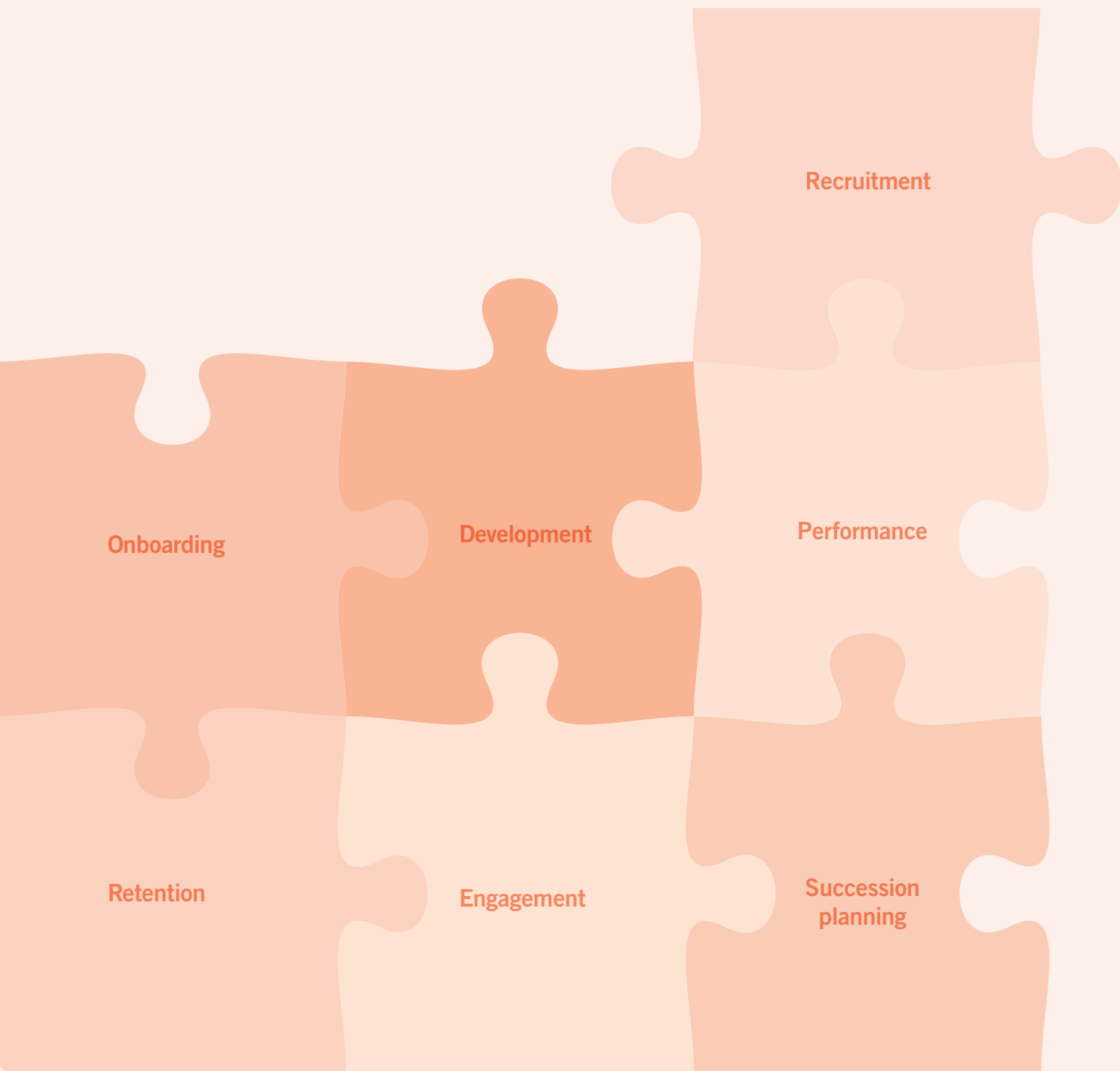
11K

Transactions & Forms

This fiscal year alone, Workday has processed over 4,000 HR related transactions (not including bi-weekly payroll) and over 7,000 required employee forms.

TALENT MANAGEMENT

Metrics and Enhancements



Our talent management metrics demonstrate the effectiveness of our people operations functions at SCU. The metrics tell a story reflecting the key aspects of the employment experience and help to identify opportunities for continued improvement. As we continue to expand our strategic outreach to diverse candidate pools, the onboarding metrics include demographics for applicants vs. new hires for this fiscal year. Additionally, enhancements have been made to the recruitment and onboarding experience, including:

- Hiring with Mission [video](#) included on the University's Careers page
- President Sullivan's Welcome Video, included in the Workday e-onboarding experience
- Vice President of Human Resources Welcome Letter, included in the Workday e-onboarding experience
- Onboarding Roadmap
 - The roadmap helps new hires navigate through the Onboarding Journey. It summarizes all the important "must-do" tasks and ensures compliance, benefit election understanding, and preparation for success.
- Onboarding Dashboard
 - The dashboard helps manage and track completion of necessary documents for new hires. It ensures that all forms are reviewed and completed in a timely manner.

The recruitment and onboarding processes aim to provide a realistic job preview for candidates, a recruitment process that yields the best talent, and an onboarding experience that ignites excitement for our shared mission. Of the hundreds of new hires that joined our Bronco community in FY24, **94%** successfully completed their introductory periods, signaling that we are finding the right people for our job opportunities.



Talent management

At SCU, we use talent management to attract, develop, and retain skilled employees. Several components of talent management include, talent acquisition, employee development, performance management, succession planning, employee engagement, talent retention, and workforce planning. Talent Management helps our organization achieve its strategic goals, drive performance, and maintain competitiveness by tending to the heart of our University—our employees.



Learning & Development

We believe that continuous learning and development are key to personal and professional growth. To support this, we offer a comprehensive suite of programs designed to meet the diverse needs of our employees. Whether you're a new hire, a seasoned leader, or somewhere in between, our programs provide valuable opportunities for skill enhancement and leadership development.



Our **professional development workshops** cover a wide range of topics, from technical skills to soft skills, catering to the ongoing learning needs of our workforce.



The **Management Excellence series** is specifically designed for new and recently promoted supervisors, providing them with the tools and knowledge necessary for effective leadership.



The **New Employee Welcome program** ensures a smooth transition for new hires, offering a comprehensive introduction to our organization's culture, values, and resources.



These programs reflect our commitment to fostering a culture of growth and excellence, empowering our employees to succeed in their roles and contribute meaningfully to our collective success.



The **Challenge to Lead** retreat, provides an immersive experience focused on cultivating strong leadership qualities using the Five Practices of Exemplary Leadership.



This year we introduced a **Lunch and Learn** series featuring short, informative sessions on various topics such as generational differences at work, crucial conversations, emotional intelligence, and effective communication, providing a convenient way to continue learning during the workday.



Our **coaching** services offer personalized guidance to help individuals and managers reach their goals.



We also provide **team facilitation** sessions to improve group dynamics and foster collaboration. For those interested in understanding and leveraging personality styles, our **DiSC assessments** offer insights into individual and team behaviors, enhancing communication and teamwork. Our **team building** activities further strengthen relationships and promote a cohesive work environment.

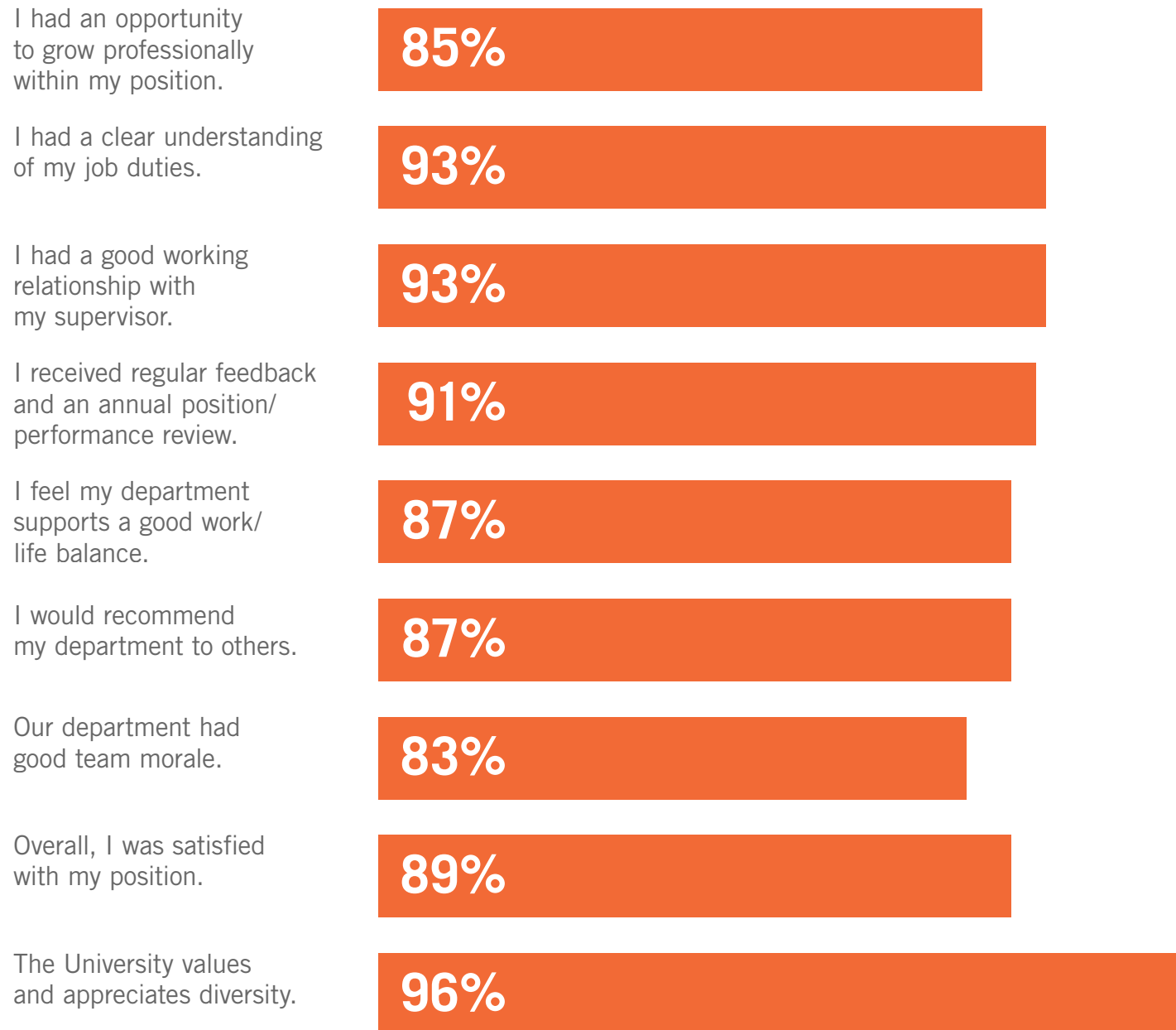


Exit Interview Trends

Conducting exit interviews provides insight into the reasons for employee turnover and identifies opportunities for improvement in practices and culture. Based on feedback from former employees who voluntarily resigned/retired from SCU in FY24, the vast majority of former employees reported a clear understanding of their job duties, received regular feedback from their supervisors, maintained positive workplace relationships, experienced high morale on campus, and noted the overall appreciation for diversity on campus.

Snapshot infographic

Percentages represent either agree or neutral



Progress towards HR JEDI Plan

In collaboration with various departments, including Inclusive Excellence, Mission & Ministry, and Marketing & Communications, we've produced the Hiring with Mission video and incorporated Leading with Mission into our Management Excellence series. We have also updated our onboarding checklist and training materials for new employees and managers to emphasize inclusivity and belonging.

Our co-sponsored Staff Engagement events with the Staff Senate were a great success, with 185 participants, fostering a sense of belonging. We've participated in the pilot inclusivity training, Equip Inclusive, and created comprehensive Workday reports tracking diversity metrics across recruitment, active workers, and turnover.

To expand our outreach, we've engaged in job fairs at local community hubs like Mexican Heritage Plaza and Ohlone College, and increased job posting sites to include diversity job boards in partnership with the Office of Diversity and Inclusion. Additionally, we have collaborated with providers and vendors to offer benefits and wellness presentations in Spanish, and launched targeted financial and wellness campaigns through TIAA and Fidelity, including *Women Talk Money*, *Young Investor's workshops*, and a Black History Month financial campaign.



Wellbeing & Benefits

132

Employees honored

Our annual Staff Appreciation Event honored 132 employees, celebrating a cumulative 1785 years of service, recognizing milestones from 5 to 55 years.

234

Financial wellness

Our financial consultant appointments with Heffernan, Fidelity, and TIAA totaled 234, reflecting strong interest in financial wellness.

26

New Employee Benefit Orientation

Conducted 26 New Employee Benefit Orientations for over 160 new employees and held specialized orientations for new faculty and executives.

7

Open enrollment

Hosted 7 Open Enrollment Sessions (overview, Aetna, Guardian), including 1 in Spanish, with over 430 attendees

300+

Bright Horizons program

The Bright Horizons program was utilized for a total of 324.5 hours for back-up child care, adult care and petcare.

12

Bronco Benefit Breakdown Series

We also held the Bronco Benefit Breakdown Series, presenting 12 sessions, including 9 at Staff Senate meetings, 1 at the Faculty Senate, and 2 ad hoc sessions on tuition benefits.

37%

Retirement enrollment

Our retirement enrollment and savings metrics show positive engagement in our 403b plans with 37% of employees contributing to Fidelity and 23.5% contributing to TIAA, and an average savings rate of 15-17.3%.

560

Employee Assistance Program

Our utilization included 178 new cases and 560 instances of engagement.

Kids on Campus (KOC)

Subsidized on-campus child care provides a great benefit for employees with small children. This year, we served 22 Faculty and 24 Staff, totaling 58 children served. In addition to providing childcare services, Kids on Campus also provided 33 student employees with relevant job experience, especially helpful for those who are pursuing early childhood education/development as a career path. In addition to our student employees, KOC partnered with our Child Studies faculty to provide hands-on learning opportunities for their students and the KOC children. The students held weekly reading groups with the children and shared literature that featured prominent DEI themes which then facilitated meaningful conversations about diversity, equity, and inclusion. Our dedicated KOC Staff continue their work to build our DEI library for young children, including recommended talking points for caregivers. KOC Staff participated in training sessions with a Developmental and Early Intervention Specialist to learn new ways to provide inclusive education for young children and improve classroom practice.

22

Faculty members utilized the subsidized on-campus child care.

24

Staff members utilized the subsidized on-campus child care.

58

Total number of small children served

33

Students with relevant experience provided with on-campus job opportunity.



Where we are...

The University has continued to advance our progress in several key areas this year, including our commitment to providing competitive compensation and benefits. Following the implementation of the 2023 staff market adjustments, Segal was selected to conduct the comprehensive total rewards external review via a competitive selection process. Segal launched the external review by hosting a series of stakeholder meetings with staff governance committees, HR liaisons, University leaders, recent hiring managers, and the President's Cabinet. Informed by recommendations from Segal, in FY25 the University will begin implementing revisions to the University's comparison institutions for staff positions, the staff compensation philosophy, the staff compensation structure, and expand our sources for compensation market data. Additionally, the benefits team launched the annual employee benefits survey to gather feedback regarding our benefits and wellness offerings. The combination of both employee survey feedback and recommendations from Segal regarding our benefits competitiveness will inform our benefits planning strategy in FY25 and beyond. To increase the transparency of the value of the total rewards offerings, the University launched the on-demand, personalized Total Rewards snapshot in Workday. The total rewards snapshot summarizes many of the investments made by the University towards supporting compensation, retirement planning and overall well-being over the past 12-months (rolling 12-month period).

In partnership with our various governance committees, several policy updates have been implemented this past year to bolster the employment experience. Juneteenth and Indigenous Peoples' Day have both been added as recognized administrative holidays.



Personal time off has been expanded to a maximum of 32 hours annually (increased from 24 hours) and can be used for personal cultural and/or religious observances. Family Medical Leave and Sick Leave policies have been expanded to cover an employee's "designated person". The new reproductive loss leave policy provides support and job protection for employees who are navigating the challenges of reproductive loss.

With regards to employment compliance and access, the University launched its partnership with SixFifty this past fiscal year. SixFifty provides timely compliance notifications relevant to state-specific employment requirements for those working outside of California (for Arizona, Illinois, Nevada, Oregon and Washington). Additionally, partnering with SixFifty allows the University to assess the employment compliance and financial implications for future requests for hiring outside of our six states of employment. The University has also expanded access to our student employment opportunities by partnering with Financial Aid to educate those eligible for federal work study about campus opportunities and shifting to advertising all available student jobs.

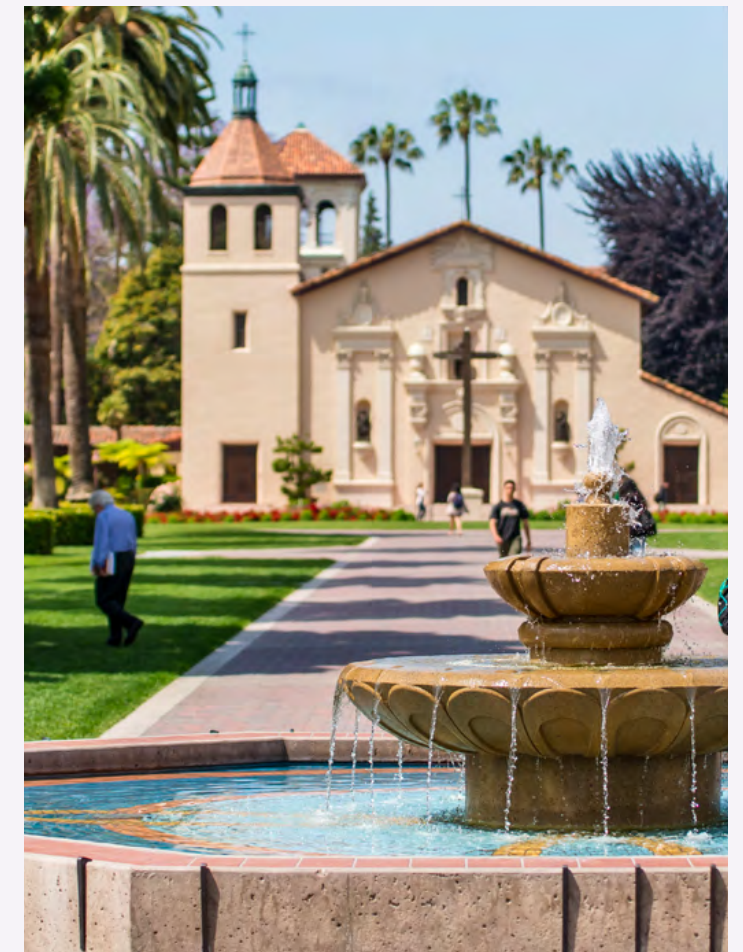
Where we are going...

Impact 2030 underscores many of the areas of focus for our people operations and talent management strategies moving forward. Building upon the University's strategic plan, HR will finalize its complementary strategic plan, focused on responding to the changing talent market, preparing our employees to meet the future needs of SCU, strengthening our market competitiveness, enhancing our operational effectiveness, and cultivating a strong sense of belonging for all Broncos. Leveraging the progress noted in this annual report, HR will be advancing the multi-year staff total rewards action plan, implementing further incremental investments in staff compensation. Additional education regarding the new staff compensation program will be offered in FY25 to increase transparency regarding compensation administration. Developing a transparent and equitable student compensation structure will also be forthcoming, working in partnership with functional areas and HR Liaisons.

In alignment with SCU's merit-based compensation strategy, HR will continue to reinforce a culture of performance-based outcomes and accountability through reassessing our performance management approach. More specifically, human resources is developing tools and resources to support performance calibration and opportunities for ongoing performance feedback. HR continues to explore prospective avenues for Workday to lighten the performance management workload for managers with several direct reports, further streamlining the process while supporting continuous year-round feedback.

In addition to performance management, HR is also keenly monitoring Workday AI and the many annual updates provided by Workday for ongoing process improvements.

Listening to both the internal voices of our employees and external market drivers support our ability to forecast and execute effectively, and in excellence. In this coming year, human resources will offer many opportunities to hear the diverse perspectives of our employees, including pilot program opportunities, a climate survey (in partnership with Inclusive Excellence), and open requests for feedback related to programs, events, benefits, and other offerings. With your support, we look forward to accompanying our talented faculty and staff in realizing our strategic goals and making Santa Clara the premier globally-recognized Jesuit institution of the nation.



Meet your HR Teams



HR Administration

Zenobia Lane
Vice President, Human Resources

Joe Nehil
Executive Assistant, Human Resources

Yolanda Murry
Human Resources Assistant

HR Operations

Agustin Ruiz
*Assistant Vice President,
Human Resources*

Maria Silva
*Manager, Human Resource
Information Systems (HRIS)*

Mariela Rodriguez
HRIS Specialist

Tes Ilio
Senior HR Data Specialist

Victoria Pinjani
HR Operations Manager

Payroll

Michelle Brucal
Payroll Manager

Silvonnah Saulus
Payroll Associate

Workforce Planning

Sheila Javier
Director, Workforce Planning

Abby Molina
Senior HR Partner/ Compensation Specialist

Aryana Alvarez
Senior HR Partner

Delilah Montoya
Senior HR Partner

Jean Griffin
Senior HR Partner

Melissa Minato
Senior HR Partner

Adrian Torres
HR Associate

Priscilla Ambriz
HR Associate

Employee Development & Wellness

Shirley Mata
Director, Employee Development & Wellness

Alma Ruiz
Director, Kids on Campus (KOC)

Debby Merryman
Health & Wellness Program Administrator

Benefits Administration

Jane O'Brien
Manager, Benefits

Georgina Santiago
Senior Benefits Specialist

Michele DuBois
Senior Benefits Specialist

Indu Ahluwalia
Senior Benefits Specialist

Kids on Campus

Alma Ruiz
Director

Mary Kamath
Assistant Director

Alexa Nguyen
Assistant Teacher

Carol Secor
Teacher

Cecilia Robles
Teacher

Emily Kalashian
Teacher

Filomena Tirado
Teacher

Irene Bronner
Associate Teacher

Lauren Davis
Assistant Teacher

Lina Awadallah
Teacher

Kids on Campus (continued)

Maggie Pollard
Assistant Teacher

Maureen Burnham
Assistant Teacher

Natalie Plecque
Teacher

Sandra Djurovic
Teacher

Sobha Weerasinghe
Assistant Teacher

Taylor Monge
Associate Teacher

HR Liaisons

Special thanks to our HR Liaisons who support HR communications and operational needs for their respective functional areas.

Scott Amen
*Senior Assistant Dean, Finance and Administration
Leavey School of Business*

Donna Bolio
*Exec Asst to Dir of Athletics
Athletics*

Ann Bucher
*Auxiliary Services Business Manager
Auxiliary Services*

David Cajigas
*Senior Director, University Operations Services
Facilities*

David Clark
*Senior Assistant Dean, Engineering
Engineering*

Monica Delong
*Director, Finance & Operations
Markkula Center*

Charity Garcia
*Director of Finance and Administrative Operations
Enrollment Management*

Jennifer Grady
*Business and Finance Operations Manager
Jesuit Community*

William Kendall
*Assistant Dean, Finance & Administration
Jesuit School of Theology*

John Kerrigan
*Chief Investment Officer
Investment Office*

Jason Lau
*Assistant Vice Provost for Student Life,
Finance & Administration
Student Life*

Mo Lotif
*Assistant Vice President, Inclusive Excellence
Inclusive Excellence Division*

Monica Manriquez
*Executive Director/Administrative Officer
for University Relations Operations
University Relations*

Rima Nemechek
*Senior Assistant Dean
School of Education Counseling and Psychology*

Mike Nuttall
*Assistant Vice President Mission
and Ministry Division Mission and Ministry Division*

Soniya Patel
*Senior Assistant Provost for Finance and Administration
Provost Office*

Alejandra Ruiz
*Assistant Director, Finance and Administration
Marketing and Communications*

Stacey Sauber
*Senior Director
Miller Center*

Ramona Sauter
*Associate Vice President
University Finance Office*

Kathleen Schneider
*Senior Assistant Dean
College of Arts and Sciences*

Mary Simms
*Director of Operations
Academic Affairs*

Suzanne Yusef
*Senior Director of Finance & Administration
Information Services*