SITUATION OVERVIEW:
ZRG has been engaged by Humboldt University to recruit for an Associate VP of HR.

ABOUT HUMBOLDT STATE UNIVERSITY:
Humboldt State is a public institution and part of the 23-campus California State University system. The main campus, situated on a hillside at the edge of a coastal redwood forest, has commanding views overlooking Arcata, much of Humboldt Bay, and the Pacific Ocean. The college town setting on the California North Coast, 8 miles north of Eureka and 279 miles north of San Francisco, is notable for its natural beauty.

Founded as a teacher's college in 1913, over the last century Humboldt State has grown from an institution focused solely on teacher education to an accredited university with extensive research facilities.

Humboldt State is comprised of over 6,400 students and 534 faculty members. A wide array of academic opportunities are offered, with three colleges, 51 majors, 12 graduate programs, and 14 credential programs, encompassing nationally known programs and popular areas of study in natural resources and sciences, arts, humanities, social sciences, and professional studies. Faculty members are among the top teachers and researchers in their fields. Throughout the curriculum, students find a long-standing commitment to social and environmental responsibility.

Recent Rankings:
- U.S. News & World Report—"A Top Western University"
- Princeton Review—"Best in the West" College
- Princeton Review "Green College"
- STARS Gold rating for sustainability
- President's Higher Education Community Service Honor Roll
- G.I. Jobs magazine—Military Friendly School
- PETA—A Top Vegan-Friendly School
- Campus Pride—A Top LGBT-Friendly School
- #8 Peace Corps Volunteer-producing school (among medium-sized universities)
**POSITION DESCRIPTION**

**HSU’s Purpose**
To provide the highest quality and affordable college education built on the contributions of diverse students, staff, and faculty who are committed to a just and sustainable world.

*The Diversity, Equity & Inclusion Council recommended a change of HSU’s of “Mission” to “Purpose” to acknowledge that HSU sits on unceded land initially occupied by the first people of this area. The word “Mission” for many connotes colonial language.*

**Vision**
Humboldt State University will be a campus for those who seek above all else to improve the global human condition and our relationship with the environment. Toward this:

- They will be the premier center for the interdisciplinary study of the environment, climate crisis and resilience to climate change, and the conservation of ecological systems and natural resources. Their focus will continue to be on sustainability through environmental, economic, and socially responsible action.

- They will be a center for the interdisciplinary study of just global societies. They will approach their work with an equity mindset and continue to emphasize inclusion across multiple dimensions of the university, modeling what they want to see in the world.

- They will serve as a regional center for the arts inclusive of diverse arts traditions and contributions, and will fully engage with community arts partners and employers on behalf of their students.

- As a designated Hispanic-Serving Institution (HSI) and as a Minority-Serving Institution (MSI), they will be an institution in which Black, Indigenous, and Persons of Color (BIPOC) students thrive.

- They will partner with Indigenous communities to address the legacy of colonialism, and create space nurturing of traditional ecological knowledge (TEK), pedagogies, and curricula responsive to their identified needs.

- They will be exemplary partners across our region and state by integrating community engagement and contributing to workforce development in their academic enterprise and beyond.

**Core Values and Beliefs**
The following values and beliefs serve as our guiding “north stars” for accomplishing their collective purpose and goals:

**Connection to Place:** They value place-based teaching, learning, and scholarship, taking Their educational enterprise outside and into their communities.
Creativity: They believe creativity is central to human and organizational growth and responsible collective action.

Decolonized Knowledge: They value diverse systems of knowledge and ways of knowing. They believe in centering stories and knowledge that have been marginalized in oppressive social arrangements.

Human Dignity: They believe in the dignity of all and in equitable treatment, opportunities, and outcomes.

Free and Critical Inquiry: They value academic freedom, reflexivity, and serving as a repository of accumulated knowledge that is accessible to the broader community.

Shared Governance and Participatory Planning: They believe that their collective processes and outcomes will be strongest when they emerge from shared governance and collaboration.

Social Responsibility and Civic Engagement: They value contributions in the public interest and environmental, economic, and social responsibility in our work toward viable and sustainable communities.

Academics
Humboldt State offers students personal attention from their professors in a small, residential community. There are plenty of academic choices, with 51 majors, 12 graduate programs, and 14 credential programs in three colleges, encompassing nationally known programs and popular areas of study in natural resources and sciences, arts, humanities, social sciences, and professional studies. Hands-on experiences often supplement classroom instruction, and students take part in hundreds of volunteer projects and internships in the surrounding area.

College of Arts, Humanities & Social Sciences
The College of Arts, Humanities, and Social Sciences is an artistic, creative, and intellectual community. It is conceived as an equitable partnership of staff, faculty, and students devoted to teaching, learning, and creative endeavors. The many fields within the College provide the greatest breadth for service, creative engagement, and professional opportunity within a diverse and changing society.

College of Extended Education & Global Engagement
HSU Extended Education has been offering learning opportunities and professional development for people of all ages for more than 50 years. Extended Education is self-supporting. The funds from course enrollment pay faculty salaries and other expenses. The Osher Lifelong Learning Institute is an innovative program of specially designed short courses with no exams or grades, and a focus on...
learners who are aged 50 or better. Membership entitles a person to help choose the topics for
courses while also receiving HSU student privileges and benefits.
The College plays an integral role in domestic students studying abroad and international students
studying at HSU, as well as developing international partnerships for research and exchanges.

**College of Natural Resources & Sciences**
The College of Natural Resources and Sciences provides high quality education through student-
centered, hands-on learning in inclusive learning environments; collaborates with campus and
community partners; serves the region and the State of California; prepares students to be
scientifically literate global citizens who incorporate diverse cultural and cross-disciplinary knowledge
systems into their work; and carries out transformative research that advances scientific
understanding and benefits all members of society.

**College of Professional Studies**
The College of Professional Studies is committed to providing interdisciplinary liberal arts education
and preparation for the profession so our graduates can positively contribute to the human condition,
be outstanding leaders in their profession and community, and share a powerful commitment to
social, economic, and environmental justice.

**Student Life**
Outside of academics, students can join more than 140 academic, career, cultural, sports, and
lifestyle clubs. Art exhibits and lectures take place throughout the year, and the University's Center
Arts brings in nationally recognized performers and speakers. The campus has a student recreational
facility with a state-of-the-art fitness/wellness center, and a physical education facility features
kinesiology labs and gym space. Students can participate in 11 Humboldt State Jacks (short for
lumberjacks) varsity sports teams, which compete in the NCAA Division II California Collegiate Athletic
Association (CCAA) as full members. The Jacks women's rowing team is an associate member of the
Great Northwest Athletic Conference (GNAC).

**POSITION:**
Humboldt State University’s Associate Vice President of Human Resources is a key thought partner and
trusted advisor to HSU’s senior leaders on all human capital matters. The AVP of HR directs the Office
of Human Resources and provides strategic and day-to-day oversight for organizational development
and institutional human resources policies and strategies. The Associate Vice President is also
responsible for employee relations, staff and leadership development, benefits, implementation of
personnel policies and procedures, recruitment and orientation, the Human Resources Information
System, staff compensation and classification, performance management systems, compliance issues,
and personnel records. This position develops and manages the annual human resources budget and
supervises the human resources staff members. It is simultaneously a hands-on and managerial role,
with expectations for leading a team of HR professionals and working with everyone, including the
president, provost, deans, vice presidents, managers, faculty and department chairs, and staff across
all academic and administrative divisions.
POSITION DESCRIPTION:

Duties and responsibilities:
Leads all core HR areas, emphasizing organizational design, change management, culture enhancement. Formulates, recommends and ensures consistent implementation of human resources policies and procedures. Determines and recommends employee relations practices necessary to establish a positive employer-employee relationship and support a high employee morale level. Monitors legal and compliance risks related to the human resource function. Directs the preparation of information requested or required for compliance and ensure accuracy and completeness. Oversees compensation and classification programs. Continually reviews HRs processes and procedures for efficiency and customer-friendliness. Consults with appropriate stakeholders to ensure HSU has management-training programs that address HSU’s needs across division lines. Directs the preparation and maintenance of reports necessary to carry out department functions and prepare periodic reports to senior management, as necessary or requested. Provides general administration of staff directly responsible for employment, staff development, health, and benefits management. Prepares budgets and control expenditures for areas of responsibility.

Required Education and Professional Experience:

- Bachelor’s degree in business, management, human resources, or related area. M.B.A. or relevant advanced degree preferred, but not required
- Minimum of 6 years of strong generalist human resources experience across all functional disciplines with increasing levels of responsibility
- At least five years of experience in managing a team of human resources professionals

Critical success factors for the position include but are not limited to:

- A strategic mindset with the ability to execute.
- Collaborative and influential, developing relationships easily and as an essential way of working. Employees expect the Associate Vice President to be visible, accessible, and approachable. In other words, someone who builds trusted relationships. A high level of confidence and trust in the HR leader will be required to implement the changes coming over the next few years.
- Technologically savvy and experienced with technology, sophisticated in the use of data, knowledgeable about process redesign, and change management experience
- Demonstrated knowledge of federal and state legislation and regulations governing human resources functions, including the Fair Labor Standards Act, Americans with Disabilities Act, Title IX, EEO, Workers’ Compensation, COBRA, and the Family Medical Leave Act, etc.
- Results-oriented professional who can make a difference; an individual who takes initiative, makes things happen, accepts accountability, has a “can do” attitude, and a strong sense of urgency
POSITION DESCRIPTION

- Creative and flexible in attitude and style to adapt to new situations in a rapidly changing, dynamic environment
- Strong communication skills: oral, written, presentation, and influence, plus the ability to communicate across all levels of the organization
- Demonstrated knowledge of—and experience in—developing and implementing innovative human resources management programs.
- Demonstrated knowledge of and experience in designing and implementing workforce planning, human resource strategies, restructuring, process reengineering, and evaluation methodologies
- Demonstrated experience as a change agent implementing organization-wide change
- Skill in organizational development, human resource management, budget and resource planning, and execution.

QUALIFICATIONS:
- Specialized professional human resources certification (PHR or SPHR);
- Experience in an academic environment;
- Demonstrated experience with implementation of HR information systems and data management;
- Experience in a collective bargaining environment;
- Experience handling grievances and appeals to the California State Personnel Board;
- Knowledge of the California State University system;
- Experience with PeopleSoft HRIS systems;
- Prefer 10 years of strong generalist human resources experience across all functional disciplines with increasing levels of responsibility.

SENIOR MANAGEMENT:
Tom Jackson, Jr.
University President
Tom Jackson, Jr. is the 8th President of Humboldt State University. He began his tenure at HSU in June 2019, bringing strong leadership experience and a proven commitment to supporting student success.

President Jackson previously served as President of Black Hills State University in South Dakota. He has held other leadership roles within higher education including Vice President for Student Affairs at both the University of Louisville and Texas A&M University-Kingsville. He has also held administrative positions at McMurry University, University of Texas at El Paso, Cal Poly San Luis Obispo, the University of Southern California, and St. Mary’s University.
POSITION DESCRIPTION

Jackson earned an associate’s degree from Highline Community College, a bachelor’s degree in business management/personnel from Southwest Minnesota State University, a master’s in counseling/student personnel from Shippensburg University, and a doctorate of education from the University of La Verne. A first-generation student, Jackson is also a veteran of the U.S. Coast Guard Reserve, Army National Guard, Texas State Guard, and Indiana Guard Reserve.

http://www2.humboldt.edu/magazine/fall2019/humboldtxperience.html

Shahrooz Roohparvar
Vice President for Administration and Finance/CFO
Shahrooz begins his appointment as the Vice President for Administration and Finance on May 1, 2021. Shahrooz comes to Humboldt State from Arizona Western College in Yuma, Arizona, Shahrooz served as the Vice President for Finance and Administrative Services, overseeing the accounting, finance, risk management, police department, procurement, and auxiliary business for the entire district.

During his tenure, he oversaw a multi-million dollar local property tax rebate to the community, perpetual savings for the college, create and led a local business incubator, and led committees to oversee the transition of new strategic directions for the college, including the creation and delegation of a $35 million revenue bond for district improvements. During his tenure he received the President’s Challenge Coin for Performance.

Prior to that, Roohparvar served as the CFO of Milan Institute (a vocational school group with campuses in four states), and the Controller and Director of Business Office for Unitek College/Unitek Education in Fremont, California.

Roohparvar holds a B.A. in Business Management Economics with Accounting Emphasis from the University of California, Santa Cruz, an M.B.A. with a dual concentration in Finance and Supply Chain Management from University of La Verne, and is currently earning his Ed.D. in Organizational Change and Leadership from the University of Southern California.
He currently serves on an advisory board for Diversity, Equity, and Inclusion of the National Association of College & University Business Officers.

LOCATION:
Humboldt State is surrounded by one of the most beautiful natural environments in the world—with ancient redwood forests, pristine coastline, and wild rivers. Humboldt State sits in the northwestern portion of Wiyot ancestral territory. In Wiyot, Arcata is known as Goudi’ni, meaning “over in the woods.” Wiyot territory is surrounded by the traditional, ancestral, and present homeland of several indigenous nations including the Hupa, Karuk, Mattole, Tolowa, Wailaki, and Yurok that make up what we now call Northern California.
Arcata, previously called Union Town or Union, is a city adjacent to the Arcata Bay (northern) portion of Humboldt Bay in Humboldt County, California. At the 2010 census, Arcata’s population was 17,231. The natural environment around campus is an outdoor adventurer’s paradise, highlighted by ancient redwood forests and wild coastline. Within just a few minutes of campus, you can bike, camp, canoe, climb, hike, kayak, surf and much more. National Geographic Adventure magazine named Arcata one of its “50 next great adventure towns.” Arcata is a great college town and nearby Eureka also offers small-town charm. They both have excellent coffee houses, clubs, art galleries, restaurants, and bookstores. The area also has a wide array of fun annual festivals and events.

Important Links and Additional Information
- Cal Poly Feasibility Study
- Strategic and Institutional Plan
- California State University
- HSU Office of Human Resources

INTERVIEW PROCESS
ZRG provides our client companies with best-in-class hiring process grounded in fact-based measurements and information. We believe finding the best people for a role involves closely matching exact skills and attributes of candidates to the highly specific needs of our clients. Our entire process is built around providing a superior level of quality candidates to our clients who fit the specifications clearly. To accomplish this, we utilize our patented Z Score hiring process, which provides for improved hiring results and better fits for candidates and employers. To this end, our interview process with our client has been carefully discussed and will include:

1. Initial Interviews with ZRG Partners
2. Presentation of Long list of candidates to Client for approval
3. Green light from Client to proceed to Round 2 for selected candidate(s)
4. Face-to-Face Interview with key members of the management team to confirm match and culture fit
5. Finalists will then complete Z Score On-line assessment process to compare individual behavioral and intellectual traits to our hiring database for similar positions we have filled. At this stage, it will take a candidate about 60 minutes to complete an on-line assessment process to help everyone ensure this is the right role and fit (skills, management style, and culture)
6. Offer Presentation with ZRG Partners
7. Start with Client
POSITION DESCRIPTION

APPLYING FOR THE POSITION

If you are interested, or if you would like to nominate a candidate, please email Lauren Johnson at ljohanson@zrgpartners.com with a resume and contact information.

ABOUT ZRG PARTNERS

For more than 20 years, ZRG’s data-driven approach to executive and professional search has been changing the way clients think about how to find top talent. Today, ZRG is one of the fastest-growing firms in the search industry and provides a full suite of executive, middle management, project, and interim search solutions globally through its offices in North America, Europe, South America, Asia, and Middle East/North Africa. It’s time to stop searching and start building with ZRG.

Thomas K. Johnston
Managing Director
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Tom has a unique background in the search industry. Since 1988, his career has spanned many industries and functions, but his primary focus has been helping executive search firms find talent ranging from Associates to Global Managing Partners.

He is a hands-on executive committed to the relentless pursuit of exceptional industry-specific talent. Tom’s leadership and vision have provided emerging concepts to global leading companies with insightful consultation and broad perspective regarding business and competitive challenges that influence human capital selection.

Tom is an astute judge of talent and character, and this is the foundation for his track record of continuously exceeding client expectations. He supports accurate judgement with comprehensive evaluations based on his vast experience. His thorough attention to each placement ensures that his clients will hire the right candidate. Further, his client-centric practice of consistent and candid communication with both clients and candidates allows him to successfully complete many senior-level searches, including Partners, CEOs, CFOs, Vice Presidents, and Directors. In addition, his team has successfully completed multiple-opening projects requiring the recruitment of up to 300 people in less than nine months.

As the founder and franchisor of SearchPath, Tom has led and supported over 40 franchisees in over 40 industry segments in identifying and satisfying the talent acquisition needs for thousands of clients. Prior to entering the executive search profession, Tom was the Director of Interim Executive Staffing for Management Recruiters International (MRI). He introduced interim staffing to MRI, which generated $40 million dollars in revenue in less than three years. Tom was a member of the management team that transitioned MRI into a full-service human resource solutions organization. He
was also responsible for creating and launching WorldBridge Partners, a unique partnership within the MRI network. In addition, Tom served as the Chairman of the Strategic Committee of MRI’s National Project Next Step Council.

Prior to MRI, Tom was a senior executive with United Parcel Service and Roadway Services. As a senior manager with Reliance Consulting Group, he consulted with the staffing industry helping firms expand their client service offerings. Tom earned his BA in Management Science at St. Bonaventure University.

Lauren Johnson
Principal Consultant
ljohnson@zrgpartners.com

Lauren Johnson is a Principal Consultant at ZRG Partners. She has 15 years of experience in executive and professional search, with diverse recruiting experience across Fortune 500, non-profit, private-equity backed, and high-growth, venture-backed firms.

Lauren is committed to helping high-performing teams find and build exceptional talent at all levels of leadership. She specializes in growth companies and innovative non-profits/social sector firms with a functional expertise in sales and human resources roles. Lauren holds a BA from Amherst College and an MBA from The Fuqua School of Business, Duke University. She divides her time between St. Louis, Missouri and Brooklyn, New York.

ZRGpartners.com