

A forwarding-thinking transformational leader with nearly 40 years of diverse strategic, operational, and human resource experience in higher education, healthcare, manufacturing, and public service settings.

Professional Experience

Director of Human Resources

Norwich University, Northfield, VT (2017 – present)

Norwich University is a diversified academic institution that offers baccalaureate and master's degrees to more than 4,000 residential and non-residential students. Human Resources provides complete services to nearly 1,100 regular employees and work study students in national and international locations.

Responsibilities:

- Direct a complete array of HR services to include talent acquisition and retention, total rewards, position management, employee relations, payroll administration, HR information systems, performance improvement, employee training, and workforce wellness
- Collaborate with executive and operational leaders at all levels to align HR strategy and assets with organizational mission, values, culture, and objectives
- Develop and implement long-range HR plans and policies to support university goals
- Provide financial administration for \$173 million retirement plan, \$47.2 million payroll, \$14.3 million benefits allocation, and \$2.3 million HR department budget
- Ensure organizational compliance with state and Federal laws including FLSA, ADA, ACA, COBRA, ERISA, Title VII, and USERRA
- Chair of the Compensation Committee and the Retirement Plan Committee
- Member of the President's Cabinet, Budget & Finance Committee, Enterprise Website Design Group, Policy Committee, Threat Assessment Task Force, and ADA Advisory Group
- Serve as HR liaison to the Board of Trustees

Outcomes:

- Developed a new position management and compensation model that utilized industry and location benchmarks, enhancing the hiring of top talent and increasing employee retention
- Transitioned from paper to electronic documents, reducing HR processing time by nearly 75%
- Executed a new performance management process aligned with strategic requirements for increasing workforce flexibility, providing employees with quarterly feedback rather than annual
- Analyzed past leave data to enact a 12-week paid leave benefit for employees, replacing and costing less than the previous combined sick time-disability benefit
- Coordinated the efforts of the Board of Trustees, University leaders, external search firms, and internal constituencies in the search for a President, a Provost, a Vice President for Administration and Finance, a Vice President for Student Affairs, and other senior leader roles
- Contracted with an external vendor to market job postings on minority and diversity sites, resulting in more than 21% of applicants in 2021 coming from these sites
- Led the transition to remote work at the outset of the COVID pandemic and have guided the University in keeping more than 50% of its employees working fully or partially remote
- Tracked paid but non-worked hours during the COVID pandemic which led to recouping more than \$161,000 of these wages in Employee Tax Credits
- Enacted a career and training pathway program for Administrative professional staff
- Designed an innovative multimedia leadership development curriculum to align with succession planning efforts and employee professional development goals

Plant Human Resources Manager

Canam Steel Corporation, Claremont, NH (2015 – 2017)

Canam is a multi-national corporation with steel fabrication plants in Canada and the United States. The Claremont plant manufactures bridge girders and employs 150 welders, fitters, painters, and support staff.

Responsibilities:

- Administrate plant HR functions to include recruitment, hiring, retention, employee training, benefits, compliance, payroll, workforce development, and strategic planning
- HR Manager and HR Assistant onsite; payroll and benefits support provided at the US corporate headquarters

Outcomes:

- Instituted the collection of Lean HR performance data and developed effective reporting processes for strategic, tactical, and employee-level uses, reducing absenteeism by 38% within 6 months
- Partnered with regional community colleges, technical programs, and high schools to enact welder training programs as a staffing source for the company

Senior Employee Relations Specialist

Dartmouth-Hitchcock Medical Center, Lebanon, NH (2012 – 2015)

Dartmouth-Hitchcock is a comprehensive health system providing complete services throughout northern New England. D-H employs more than 8,000 employees in several locations.

Responsibilities

- As an independent contributor, provide all levels of leadership with relevant and timely direction, interpretation, and application of organizational HR policies in accordance with state and Federal employment laws and regulations
- Primary contact for HR services to nearly 400 employees in various hospital and clinic units

Outcomes:

- Project leader for five organization-wide initiatives involving more than 8,000 employees that increased the collection, analysis and use of data, aligned HR policies with changing strategic direction, and met emerging state regulatory requirements

Organizational Development Specialist

Dartmouth-Hitchcock Medical Center, Lebanon, NH (2010 – 2012)

Responsibilities:

- As an internal consultant, partner with executive and physician leadership in the planning and implementation of institution-wide strategies for change and growth, the development of leadership competencies, the design and delivery of education programs, and the assessment of workforce training needs
- Foundational HR support of more than 700 employees in various hospital and clinic units

Outcomes:

- Prepared and presented original change leadership and conflict resolution training to organizational leaders

Human Resources Manager

In-House Pharmacies / Omnicare Incorporated, San Diego, CA (2001 – 2009)

In-House Pharmacies was a privately owned start-up pharmacy company that grew to over 150 employees providing service to more than 30,000 patients in Southern California within 10 years. It achieved \$60+ million in annual sales before its acquisition by Omnicare in 2008.

Responsibilities:

- Create, manage, and continually improve best HR practices pertaining to recruitment, hiring, training, employee relations, performance management, leadership development, employee engagement, and strategic workforce planning for a pharmacy warehouse production
- HR Manager onsite; payroll and benefits support provided by corporate headquarters
- Manage company call center, overseeing 25 employees who were handling over 16,000 inbound and nearly 12,000 outbound communications monthly

Outcomes:

- Partnered with business managers to identify and execute employee engagement and team building practices, producing a 38% reduction in overtime costs within 9 months
- Created and led a corporate change initiative that combined customer service, quality assurance, and employee performance enhancement processes, leading to a 66% decrease in production errors, a 10% increase in workforce output, and a 23% increase in employee retention within three years
- Senior project manager for the selection and installation of a tri-lingual communication system that shortened caller wait time by 40%, lowered staffing requirements by 10%, decreased customer complaints by 38%, and reduced monthly costs by 50% in its first three years of service
- Served on academic boards of two healthcare training schools to ensure development of applicable pharmacy technician curricula and placement interns at our facility, resulting in all pharmacy technician positions remaining filled perpetually for 7 consecutive years

Education Specialist

Strategic Resources Incorporated (Navy College Program), San Diego, CA (1999 – 2001)

Strategic Resources Incorporated is a Federal contractor providing educational consulting services to Sailors at Navy bases in Southern California.

Responsibilities:

- Conduct academic advisement of and assist with the formation of educational, occupational, career, and self-development goals at a naval medical center

Mental Health Counselor

Bayview Hospital & Mental Health System, Chula Vista, CA (1991 – 1999)

Bayview Hospital is a comprehensive mental health treatment system consisting of inpatient, residential, and partial-hospitalization programs.

Responsibilities:

- Provide individual counseling of adult, adolescent and child patients and facilitate group discussions related to cognitive and life-coping skills topics

Military Officer

United States Marine Corps, Washington, DC (1982 – 1991)

I served at various national and international locations as commanding officer, executive officer, assistant operations officer, guard officer, instructor, and platoon leader.

Responsibilities:

- Command military units of up to 475 members, leading the training, education, talent development, staffing management, succession planning, and career development roles
- Operational oversight of up to 85 members

Education, Certifications and Service

Master of Science in Administration, Human Resources Administration, Central Michigan University

Bachelor of Science, History, Political Science (dual majors), United States Naval Academy

Professional in Human Resources Certification (PHR), Human Resources Certification Institute (HRCI)

Yellow Belt in Continuous Improvement, Dartmouth-Hitchcock Value Institute

Member, Society for Human Resource Management (2007-present)

Board of Directors / Secretary, River Valley Human Resources Association (2012-2013)

Volunteer, Civil Air Patrol (US Air Force Auxiliary), New Hampshire Wing (2011-2019)

Volunteer, Food Pantry and Community Dinner (2011-2014)

Board of Directors / Programs Chair, River Valley Human Resources Association (2010-2011)

Board of Advisors, PIMA Medical Institute, San Diego, CA (2002-2006)

Board of Advisors, United Education Institute, San Diego, CA (2002-2005)

Curriculum Vitae

Adjunct Faculty, 1998 – present

Southern New Hampshire University, College of Online & Continuing Education (2014-present)

Human Resources in Administration

Managing Organizational Change

Human Resource Management

Organizational Behavior

Azusa Pacific University, College of Adult & Professional Studies (2004-2015)

Adult Development & Learning Assessment

Introduction to Research Methodology

Cultural Influences in the Workplace

Leadership and Change

Directed Study: Research Project I, II

Managerial Communication

Dynamics of Group Behavior

Organizational Analysis

Integrating Managerial Principles

Principles of Management & Supervision

Introduction to Data Analysis & Presentation

Sullivan University (2010-2011)

Principles of Management

DeVry University, Keller Graduate School of Management (2000-2009)

Leadership & Organizational Behavior

Managing Quality

Managing Change

University of Phoenix (1998-1999)

Organizational Behavior