

ROGER RAZZARI ELROD

IMPACT

Drawing from strengths in analysis, collaboration, and inclusion, I strive to enhance individual and community wellbeing in support of student success.

EXPERIENCE and ACHIEVEMENTS

DIRECTOR, Student Health & Wellness

SJSU Student Affairs, 2002 - Present

- Supervised 5 diverse teams and 60 employees; led staff development and performance reviews for clinical, nursing, allied health, health promotion, and administrative staff; managed difficult employee/labor relations; oversaw 40 staff recruitments; and completed 60 staff class/comp requests
- Initiated learner-centered, mission driven approaches to engage students, staff, and campus, based on affirming whole persons in the context of community
- Led 5 external program reviews, all achieving maximum re-accreditation ratings; demonstrated proficiency in strategic planning, assessment and evidenced-based staffing and programming
- Fostered ongoing service and project collaborations with student leaders, deans, chairs, faculty, directors, and staff from campus and community
 (including: Academic Senate, Advancement, Advising, Academic Departments, Athletics, EOP, Campus Facilities, Graduate Studies, Human Resources, Media Relations, Professional Education, Government and Community Relations, University Police, Chancellor's Office, Kaiser Permanente, local hospitals and health clinics, County Hospital, County Public Health, County Department of Education)
- Collaborated to achieve \$225M in Student Affairs facilities funding, including \$36M for a new 50K gsf Health, Wellness, and Counseling facility (est. 6/15); initiated partnerships with student groups, consultants, Chancellor's Office, architects, contractors, and community leaders to design and build welcoming, interactive campus spaces that support student engagement and campus partnerships
- Generated financial plans, collaboration, and the case for a fee increase to expand comprehensive mental health services; resulting in \$20M additional revenue and 25 additional employees, to date
- Enabled Student Affairs to address financial and staffing difficulties, managed \$250K in grant funding, initiated Medi-Cal billing, adapted SHC to Covered California insurance market, and served as Principal Investigator for 5 campus wellness grants / surveys
- Championed increased use of IT services, equipment, and software upgrades; strengthened Level 1 information security (reducing Risk); encouraged use of e-services and social media to extend impact of resources and programs, providing services 24/7

INTERIM ASSOCIATE VICE PRESIDENT, Campus Life**SJSU Student Affairs, 2015 - 2016**

- Provided leadership and advocacy for 10 Directors, associated staff, and programs (including: Housing, Greek Life, Associated Students, Multicultural Center, Summer Orientation, Pride Center, Gender Equity, Student Conduct, Ombudsperson, and Student Union)
- Addressed leadership, morale, and PR challenges during a time of considerable change and upheaval for university
- Managed dismissal, recruitment, and successful hiring of Student Affairs Directors
- Extended campus communication, collaboration, and trust for campus groups, including support for Chicanx/Latinx, Undocumented, African American, Native American, and Asian Pacific Islander students; supported development of dedicated student spaces (Centers) for same student groups
- Championed further development of LGBTQ staffing and services, Faculty in Residence programs, improved Housing Financial model, and Student Conduct communication / coordination with Greeks

INTERIM ASSOCIATE VICE PRESIDENT, Student Services**SJSU Student Affairs, 2014 - 2015**

- Provided leadership and advocacy for 9 Directors, associated staff, and programs (including: Career, Accessible Education, Counseling, Confidential Advocate, First Gen Programs, Veterans Services, Behavioral Intervention Team, Wellness & Health Promotion, and Student Health)
- Took on widespread leadership and morale difficulties, fostering increased trust through transparency
- Acted on behalf of VPSA at President's Cabinet Meetings and at CSU VPSA meetings
- Co-Chaired (with a community leader) the 2nd Annual African American College Access Conference, bringing over 400 middle and high school students and mentors to "a day at college"
- Championed further development of campus Behavioral Intervention Team, Veterans Services staffing, WASC assessment, online alcohol education requirements, and Title IX education and compliance
- Represented the university in investigative reporting regarding NCAA practices and in negotiations with the city regarding city/university development plans
- Oversaw 20 Directors, 150 employees, \$30M combined annual budget, and divisional facility needs during overlapping SHC, Campus Life AVP, and Student Services AVP responsibilities

INTERNAL CONSULTANT, Organizational Development**- Stanford University Human Resources, 2000 - 2001**

- Researched and redesigned aims, organization, and pedagogy for Stanford's Staff Development Courses
- Reviewed and revised all OD materials and communications for consistency to achieve best impact
- Negotiated, awarded, and tracked OD vendor curricula, commitments, and contracts, thereby increasing learner satisfaction over 20% and reducing costs over 25%
- Consulted with Stanford senior academic managers to implement best actions to achieve priorities

- Initiated and achieved new cooperation among 30 diverse campus directors and faculty to assess and implement new models for staff training and learning systems management, in light of campus-wide financial, IT, and organizational change

DIRECTOR, Teaching & Learning Center

Santa Clara University Academic Affairs, 1996 - 2000

- Designed and implemented a collaborative reform of troubled department's priorities; results include 25% admin time savings, 10% services increase, a budget surplus, and increased stakeholder confidence
- Developed service learning and certification opportunities for 100 Peer Educators per year
- Designed and delivered grant-funded teaching methodology program (\$100K/yr), including training of faculty and Peer Educators, with emphasis on engaging diverse learners.
- Collaborated with faculty, staff and students to incorporate student success and diversity appreciation into all services and programs
- Partnered with faculty and donors to revitalize and refocus an Excellence in Teaching Award
- Implemented strategic planning as the basis for departmental priorities and staff performance; resulting in increased team member satisfaction and effectiveness

EDUCATION

EdD, Leadership (beginning Spring 2018)

Master of Arts, Counseling Psychology

Bachelor of Science, Biological Sciences

American College of Education

California State University, Chico

University of California, Irvine

Additional Training & Knowledge Sample

Inclusive Excellence Master Planning, Educational Therapy (e.g., learning differences and pedagogy), Student Records Management and Security, Faculty Development, Financial Management, LGBTQ and Gender Affirming Wellness, Student Affairs Judicial Processes, Rank & Tenure Documentation, Ally Development, AMA's Manager Series, CHAMPS, Conflict Resolution, Critical Incident Preparedness, Building Diverse Teams, Strengths Quest, Peer Educator Training, Higher Education Assessment and Strategic Planning, Labor Management and Collective Bargaining Negotiation

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