

CHRISTOPHER D. NEITZEL

STRATEGIC & COLLABORATIVE EXECUTIVE LEADER with more than 20 years of experience guiding human capital strategy, academic personnel administration, and enterprise operations within large, growing, unionized, and highly regulated public institutions.

Proven record leading complex organizational transformation, workforce integration, institutional expansion, and HR service model modernization during periods of enrollment growth, infrastructure development, and mission evolution, positioning institutions for long-term sustainability and innovation.

Trusted advisor to executive and cabinet-level leadership on talent strategy, shared governance, culture and belonging, financial stewardship, and data-informed decision-making, aligning people, systems, and resources to strengthen institutional effectiveness, advance student success, and position organizations as employers of choice.

Executive leadership experience spanning organizations from 500 to 10,000 employees, with oversight of budgets exceeding \$4B in complex public-sector environments.

Leadership & Strategy | Organizational Transformation | HR Modernization | Business Partner Model | Unionized & Civil Service Systems | Academic Personnel | Engagement & Retention | Financial Stewardship | Workforce Analytics & Technology | Professional & Community Leadership

PROFESSIONAL EXPERIENCE

Arizona State University | Tempe, AZ

2023 – Present

ASSISTANT VICE PRESIDENT, ADMINISTRATIVE SERVICES

Senior executive leader within one of the university's largest operational enterprises, responsible for workforce strategy, administrative operations, and financial stewardship across a multi-state and international footprint. Provides strategic leadership for human capital planning, organizational design, professional development, workforce analytics, and enterprise service delivery in alignment with institutional growth and capital expansion priorities. Oversee a \$197M operating budget and long-range financial planning in a complex public university environment.

- Drove a department-wide culture and accountability transformation, strengthening leadership effectiveness, improving morale, and significantly reducing voluntary turnover.
- Built and institutionalized a workforce analytics and HR technology function, implementing enterprise dashboards and performance metrics to enhance forecasting, decision-making, and operational efficiency.
- Reorganized and strategically expanded the talent acquisition function, reducing time-to-fill by 47% while aligning workforce growth with enrollment expansion and institutional service priorities.
- Directed long-range financial planning and internal allocation models across ASU campuses, supporting capital planning, infrastructure modernization, and sustainable resource deployment.
- Established the department's inaugural Office of Professional Development and redesigned onboarding to accelerate productivity, strengthen engagement, and improve retention outcomes.
- Executive liaison for institutional compliance and workforce governance, aligning departmental response and risk mitigation with university policies and oversight frameworks.

State of Arizona – Department of Economic Security | Phoenix, AZ

2020 – 2023

CHIEF HUMAN RESOURCES OFFICER

Senior executive leader responsible for enterprise-wide human capital strategy supporting a workforce of nearly 10,000 employees within a complex civil service environment. Directed all facets of HR while advising executive leadership on workforce governance, organizational risk, and institutional effectiveness in support of a \$4B agency serving 2.9 million residents.

- Restructured and elevated a 150-person HR division, advancing a strategic HR Business Partner service model to strengthen executive alignment, improve service delivery, and enhance accountability across a geographically dispersed workforce.
- Strengthened the agency's position as an employer of choice within a competitive civil service labor market by redesigning recruitment strategy, elevating workforce branding, and improving retention in high-demand classifications.
- Redesigned statewide job classification structures and role architecture to align workforce competencies with evolving service delivery priorities and performance expectations.
- Implemented enterprise workforce analytics dashboards across classification, compensation, employee relations, and talent operations to strengthen executive decision-making.
- Partnered with agency counsel and executive leadership on complex employee relations matters and compliance risk management within a highly regulated public-sector framework.

- Executive sponsor for employee engagement initiatives, establishing employee resource groups and culture strategies that improved retention and organizational effectiveness.
- Primary liaison to the Equal Employment Opportunity Commission (EEOC), overseeing agency responses to formal complaints, and advising on systemic risk mitigation strategies.

United States Air Force Reserve – Active-Duty Activation

2018 – 2020

COMMAND CHIEF MASTER SERGEANT / STRATEGIC HUMAN CAPITAL CONSULTANT

Principal advisor to command leadership for two large operational units comprising more than 4,600 personnel within complex, unionized, and civil service-governed environments. Directed enterprise-wide workforce strategy, organizational transformation, infrastructure modernization, and multi-stakeholder coordination during a significant institutional mission transition. Guided executive decision-making on workforce readiness, talent management, compliance oversight, and organizational design to strengthen operational capability and long-term resilience.

- Co-led a multi-year enterprise transformation involving mission realignment, workforce restructuring, and large-scale capability modernization, aligning personnel strategy with evolving institutional objectives.
- Provided executive oversight for more than \$130M in public-sector capital improvement projects, directing compliance with Project Labor Agreements (PLAs), prevailing wage laws, and union workforce provisions to mitigate risk and ensure continuity of operations.
- Designed and executed structured workforce retraining programs for 1,100+ personnel to support new mission capabilities, accelerating certification timelines while maintaining operational continuity.
- Strengthened organizational climate and retention during periods of significant change through structured communication strategies, leadership development initiatives, and culture-focused engagement efforts.
- Represented the organization in senior-level forums with governing bodies, congressional representatives, and partner agencies to secure funding, align strategic priorities, and ensure regulatory compliance.

CUNA Mutual Group | Madison, WI

2017 – 2018

SR. BUSINESS PARTNER, HUMAN RESOURCES

Senior strategic advisor to executive leadership within a multi-million-dollar financial services organization, operating within and helping mature an enterprise HR Business Partner model to align workforce strategy with long-term business objectives. Partnered directly with Senior Vice Presidents to provide counsel on organizational design, talent management, succession planning, compensation strategy, and workforce performance governance. Led the development and execution of HR initiatives designed to strengthen leadership bench depth, improve employee engagement, and enhance institutional effectiveness.

- Conducted comprehensive workforce assessments to evaluate current and future talent needs, advising executive leadership on organizational restructuring, succession planning, and capability development strategies.
- Designed and implemented an organizational structure supporting a \$50 million enterprise data management initiative, guiding executive decision-making related to staffing models, reporting alignment, and resource deployment.
- Core member of an agile transformation team, contributing to enterprise modernization efforts through sprint leadership, change management strategy, and cross-functional execution.
- Oversaw enterprise talent management processes, facilitating performance calibration, leadership assessment, and succession planning discussions to strengthen leadership pipeline and bench strength.
- Utilized workforce analytics and performance metrics to improve service delivery consistency, talent outcomes, and operational effectiveness across business units.
- Provided executive coaching and mentorship to HR professionals and business leaders, reinforcing accountability, leadership effectiveness, and organizational alignment.
- Advised executive leadership on compensation structures, workforce risk considerations, and policy alignment to ensure equitable, performance-driven talent management practices.

State of Wisconsin Department of Veterans Affairs | Madison, WI

2016 – 2017

STATE DIRECTOR HUMAN RESOURCES

Enterprise oversight of human resources operations across multiple state facilities, supporting more than 1,400 classified, unclassified, limited-term, and project employees within a complex state-governed civil service framework. Directed a distributed HR and payroll team across three locations with accountability for talent acquisition, employee relations, professional development, workforce planning, and benefits administration. Provided strategic counsel to facility and state leadership in navigating regulatory requirements, politically sensitive workforce matters, and heightened public scrutiny while ensuring compliance, policy integrity, and consistent service delivery across a highly complex public-sector environment.

University of Wisconsin – School of Medicine | Madison, WI

2012 – 2016

ASSISTANT DIRECTOR, HUMAN RESOURCES – DEPARTMENT OF MEDICINE

Strategic oversight of Human Resources, payroll, benefits, and administrative operations for the Department of Medicine within a large public research university, supporting 1,190 faculty, academic staff, classified employees, trainees, and volunteers. Senior advisor to department chairs and academic leadership on academic personnel strategy, faculty recruitment, workforce planning, and compliance governance within a complex, state-regulated higher education environment.

- Guided multi-category recruitment and appointment strategy across faculty, academic staff, and classified roles, ensuring adherence to university governance frameworks, equal employment standards, and EEOC compliance requirements.
- Directed faculty promotion and advancement processes, coordinating multi-division dossier review workflows and advising leadership on eligibility, documentation standards, and governance compliance.
- Advised academic leadership on organizational design, classification structures, and compensation strategy to ensure equitable and mission-aligned workforce practices.
- Oversaw employee relations, investigations, and performance management matters in alignment with state employment regulations and EEOC standards, advising leadership on risk mitigation and corrective action strategy.
- Provided leadership for departmental equal employment and workplace compliance matters, coordinating with central university and legal offices on complaint review, investigative processes, and resolution frameworks.

Wisconsin Department of Human Services | Madison, WI

2010 – 2012

DIRECTOR, HUMAN RESOURCES AND BUSINESS OPERATIONS – NORTHERN WISCONSIN CENTER

Directed human resources and business operations for a multi-service state facility within a highly unionized, civil service-governed environment. Directed HR, payroll, benefits, recruitment, workers' compensation, and administrative support functions while advising facility leadership on collective bargaining agreement interpretation, employee relations, and compliance with state employment regulations.

- Acted as primary advisor to leadership on labor relations matters, including grievance resolution, disciplinary actions, contract interpretation, and workforce policy compliance within multiple bargaining units.
- Ensured adherence to state personnel rules, negotiated labor agreements, and Department of Employee Relations regulations while maintaining operational continuity in a complex public-sector setting.
- Oversaw workforce planning and staffing strategies aligned with clinical and operational service delivery requirements.

MILITARY EXPERIENCE

United States Air Force / Air Force Reserve

1992 – 2018

CHIEF MASTER SERGEANT / SENIOR OPERATIONS DIRECTOR

Progressively advanced through senior human resources and personnel leadership roles to become the senior enlisted executive leader and principal advisor to leadership on workforce governance, operations, force readiness, and organizational performance. Provided enterprise-level oversight of staffing, talent management, leadership development, and compliance across large, complex operational units.

- Directed enterprise-level personnel programs shaping policy, talent pipelines, performance standards, retention strategy, and workforce readiness to strengthen organizational capability and mission execution.
- Oversaw leadership development initiatives for supervisors and managers, mentoring emerging leaders and implementing scalable development pathways that increased supervisor effectiveness by 30% and reduced disciplinary issues by 27%.
- Aligned workforce planning, operational priorities, and resource allocation with executive strategy while overseeing readiness for \$500M in mission-critical assets, achieving 99% compliance and uninterrupted operations.

EDUCATION & PROFESSIONAL DEVELOPMENT

EdD in Leadership and Innovation (Program Start:2026) | Arizona State University | Tempe, AZ

Master of Business Administration – Business Strategy (MBA) | Cardinal Stritch University | Milwaukee, WI

Bachelor of Science in Business Management (BS), *cum laude* | Cardinal Stritch University | Milwaukee, WI