



Vice Chancellor for Finance, Operations, and Administration Position Profile

The University of California, Davis (UC Davis) invites inquiries, nominations, and applications for the position of Vice Chancellor for Finance, Operations, and Administration (Vice Chancellor).

University of California, Davis

Few institutions can match the comprehensive excellence of [UC Davis](#). The campus is recognized for its superb accomplishments across its entire academic spectrum. There are two campuses associated with UC Davis: the main campus located in Northern California in the city of Davis, while the medical center, School of Medicine and the Betty Irene Moore School of Nursing are located in Sacramento, California. As of Fall 2021, the Davis campus' enrollment is 40,000 students, the annual operating budget is \$5.8 billion and the 10-year capital plan exceeds \$2.9 billion. In 2022, UC Davis will break ground on the first phase of Aggie Square, a transformational public-private partnership innovation project on the Sacramento campus. UC Davis and the City of Davis can boast of a strong "town-gown" relationship, having partnered through Healthy Davis Together to create a model for pandemic response and ensuring the health of their shared community.

An ethos of partnership and service, in addition to its proximity to California's state government, have made the University an invaluable resource for policy makers and state agencies and home to several state and federal research facilities, as well as a nationally-known performing arts center. Since its founding in 1908, UC Davis has grown from the University Farm of the University of California into the largest of the 10 University of California campuses and a powerful comprehensive research university with unparalleled disciplinary breadth over 10 schools and colleges. With its commitment to academic excellence and scholarship in service to the public good, UC Davis is uniquely positioned to be an international leader in addressing the most pressing problems facing humanity over the coming years.

Known for its commitment to sustainability, exceptional academics, welcoming atmosphere, and being part of the world's pre-eminent public university system, UC Davis is proud of its [nationally-ranked](#) resources and [research](#) used to tackle the most pressing issues facing the world today. UC Davis' educators, clinicians and researchers include partners working in the nation's best [School of Veterinary Medicine](#), the nation's best [College of Agricultural and Environmental Sciences](#), and one of the nation's best [Colleges of Biological Sciences](#) and [Colleges of Engineering](#) – all from within one of the top five "Best Public Universities" in the entire United States. Combining its own advantages with the resources and prestige of the 10-campus University of California system, UC Davis is a community that provides exceptional support for world-changing research and education.

UC Davis strives to build a community of change-makers and problem solvers committed to creating a place where people from all walks of life and backgrounds can learn, grow, and discover together. The 5,300-acre campus borders the city of Davis, a vibrant college town of about 68,000 people living in Yolo County, and offers a high-quality environment for faculty and staff members and their families. The University's community of faculty and staff are dispersed throughout the state, nation, and the world with a mission to advance the human condition

through improving the quality of life for all. The state capital is 20 minutes away, and world-class destinations such as the San Francisco Bay Area, Lake Tahoe and the Napa Valley are within a two-hour drive.

Division of Finance, Operations, and Administration

Led by the Vice Chancellor for Finance, Operations, and Administration, the division has primary responsibility for the financial planning and analysis required in support of the UC Davis academic plan, strategic plan and the long-range development plan. The Vice Chancellor and staff assist the Chancellor, Provost and Executive Vice Chancellor, vice chancellors, vice provosts, academic deans, department chairs, and unit administrators with campus resource management and planning for a \$5.8 billion annual operating budget and an extensive and complex capital budget. The division supports the campus' strategic planning processes by providing objective, accurate, and timely analysis and advice on resource allocation for executive decision-making. The organization also determines priorities and assures day-to-day management of human resources, physical and financial resources and manages the long-term development and sustainability of campus-wide physical and natural resources, the development of a campus master plan and long-range development plan, management and operations of all facilities, and oversight of campus safety infrastructure. In addition, the organization oversees campus safety programs including Fire, Police, and Safety Services (EH&S, Risk Management, Employee Health and Fire Prevention). The Chief Financial Officer of UC Davis Health and the Director of Animal Care programs have dotted-line relationships to the Vice Chancellor.

[Operating units](#) within the Division of Finance, Operations, and Administration include:

Budget and Finance

Budget and Finance advises the Provost and Executive Vice Chancellor and other campus leaders as to the efficient and effective management of campus' operating budget resources and assurance of effective accounting practices, financial compliance, and excellent financial stewardship and management. This unit includes:

- Budget & Institutional Analysis that serves the campus at large by providing accurate and meaningful information to support resource-related decisions, provides analytical support for decisions on faculty position allocation, hiring, and start-up packages, as well as campus enrollment targets and other academic planning issues. Develops policies, procedures, and information systems that enable units to efficiently and effectively manage their operating resources.
- Finance includes student and general accounting, research accounting, cashiering, accounts payable, payroll, controls, and accountability and financial systems. Develops annual financial reports, coordinates external audits and develops and implements asset management strategies in collaboration with the UC CFO and UC Treasurer.
- University Preferred Partnership Program (UP3) that is responsible for a comprehensive campus-wide strategy to secure preferred business partners that align with campus values.
- Supply Chain Management that is responsible for acquisition, delivery, and payment of goods and services purchased for the university. Other services include mail delivery, travel and entertainment, and campus stores including reprographics.

Human Resources

Human Resources delivers innovative human resource programs and strategies for all of UC Davis including the main campus, UC Davis Health, and other locations. Most services are focused on staff positions, though some, such as benefits, provide service to all employees including academic positions. The HR unit includes talent acquisition and rewards (recruitment, compensation, staff development), employee and labor relations (including academic and staff assistance programs and disability management), workforce strategies, organizational excellence, and the campus shared service organization.

Campus Planning and Environmental Stewardship

Campus Planning and Environmental Stewardship integrates campus planning with the operations that directly affect people's experience of the campus environment. Planning is combined with units responsible for landscape management, transportation and parking, and the marketing and communications of UC Davis as a welcoming destination. Units within this organization include Campus Planning, Environmental Planning, UC Davis Arboretum and Public Gardens, Office of Sustainability, Landscape Architecture, and Transportation Services. This unit maintains UC Davis as a leader in sustainability in higher education by providing leadership, organization, and coordination of campus administrative sustainability programs and partnerships with academic programs that demonstrates resiliency. Also, this unit ensures that environmental planning principles are incorporated into campus projects and programs; conducts state or federally required environmental reviews for campus projects and programs; and provides oversight of natural and cultural resource management issues such as endangered species, protected sites, and archaeological sites for all UC Davis locations.

Design and Construction Management

Design and Construction Management implements the capital improvement program in a manner that delivers high quality buildings, creates new environments, improves infrastructure and transforms existing facilities to sustain the campus mission for the Davis campus. This unit assures excellence in design, engineering, and construction, and creates environments that reflect UC Davis' culture of collaboration and community interaction. The unit also delivers projects that achieve programmatic, functional, and financial objectives while utilizing state-of-the-art engineering systems and advanced green-building design. The unit manages renovation projects in a manner that brings value and a prompt response to department needs. Design and Construction Management includes real estate services, as well as capital and space planning to assess the capital investment needs of the campus and maintains a 10-year all-funds capital plan that reflects campus priorities for all UC Davis physical locations including Davis, Sacramento, Bodega Bay, Tahoe, Tulare, and other locations. In addition, the unit serves as the office of record for facilities inventory and space assignments.

Facilities Management

Facilities Management preserves, maintains, and improves the physical environment through the provision of services to operate and maintain facilities, including the campus fleet at the Davis campus. The Davis campus has the largest land area of any UC (5,300 acres) and over 1,200 buildings. This unit includes building maintenance, utilities, energy and engineering, asset management, custodial service, and fleet services. Facilities Management operates and maintains a full array of municipal utilities including water, wastewater treatment, storm drainage, electricity, chilled water, steam, solid waste, and recycling. FM develops and maintains an asset management system (Tirega) and

ongoing building assessment program (iCAMP) to facilitate data-driven approaches to stewardship of building resources. Facilities Management partners with service providers at UC Davis Health to ensure consistent and efficient operations across the entire university.

Fire Department

As the only fire department in the UC system, UC Davis' Fire Department ensures the University's primary mission of research, teaching, and public service is maintained by safeguarding lives, property, and the environment against the injurious effects of accidents or uncontrolled panic, fire, hazardous materials releases, and natural disasters. Through a program of testing and inspecting built-in protections systems, and by maintaining strong and comprehensive fire prevention, code enforcement, and public education programs, the department seeks to prevent such uncontrolled hazards from occurring.

Police Department

UC Davis' Police Department provides safety and security by protecting the University community in Davis and Sacramento and its assets and service to the public through community engagement and partnerships. UCDPD is a national leader committed to 21st Century policing values including justice, social inclusion, transparency and integrity. UCDPD is nationally accredited and is engaged in a transformation process involving collaborations throughout campus. Through the department's close, professional working relationship with the law enforcement agencies in Yolo and Sacramento Counties, UC Davis police officers work in concert with neighbor agencies to address crime issues for the neighborhoods surrounding the UC Davis property.

Safety Services

Safety Services advances the safest possible campus community by promoting individual and organizational responsibility for the protection of people, animals, resources and environment; pro-actively managing emergency preparation and business continuity; initiating and supporting safety-oriented policies, procedures, and processes; advocating risk awareness, prevention strategies, and financial recovery; facilitating regulatory compliance; providing health, injury care, and wellness services; implement and monitor the campus laboratory safety program; provide for the safe and timely removal of hazardous waste; management of the campus superfund (Laboratory for Energy-Related Health Research) and conduct effective training programs. Units within Safety Services include Emergency Management, Environmental Health and Safety, Fire Prevention, Occupational Health, and Risk Management Services. Safety Services partners with service providers at UC Davis Health to ensure consistent safety and compliance across the entire university.

Finance, Operations, and Administration Division Resources

The Chief Operating Officer for the division has the responsibility for human resources, financial management, facility and space management, and strategic communication support for the entire division. In addition, this unit delivers conference and event services to both Davis and Sacramento campuses.

The Assistant Vice Chancellor for Administrative Information Technology is responsible for client services including desktop support, business systems operations, infrastructure, architecture, project management, enterprise system application

development, and maintenance for campus systems that are led or operated by the division.

For additional information regarding the Division of Finance, Operations, and Administration, please visit <https://foa.ucdavis.edu/>.

Position Summary

The Vice Chancellor for Finance, Operations, and Administration has responsibility for twelve major units with an extensive portfolio of responsibilities including: 1) budget and institutional analysis; 2) finance; 3) supply chain management; 4) human resources; 5) campus planning and environmental stewardship; 6) facilities management; 7) design and construction management; 8) safety and risk services; 9) fire department; 10) police department; 11) Administrative Information Technology; and 12) FOA Division Resources.

The Vice Chancellor is a senior campus executive who provides strategic leadership in financial planning, stewardship, and sustainability; human resources; planning, design, construction, and operations of campus facilities and natural resources; and public health and safety. The Vice Chancellor serves as a member of the Chancellor's Leadership Council, the Provost's Leadership Council, the Chancellor's Committee on Campus Planning and Design, the Enrollment Planning Policy Board, the Investigation Work Group, the Institutional Animal Care and Use Committee, and many other cabinet-level committees. The Vice Chancellor provides leadership for all major building committees in association with the project's respective Dean or Vice Chancellor and divisional leadership. The Vice Chancellor will represent UC Davis in various systemwide committees and participates actively in the UC systemwide convening of campus Vice Chancellors of Finance and Administration. In addition, the Vice Chancellor represents and advocates for the Davis campus at the University of California system level and regularly interacts with local officials to ensure effective "town-gown" relationships. The Vice Chancellor also represents UC Davis at local, state and national events demonstrating excellence in finance, operations and administrative activities and building UC Davis' reputation as a top public research university.

The Vice Chancellor is responsible for the oversight and coordination of financial planning and analysis between the Davis and Sacramento campuses of UC Davis. Thus, the Chief Financial Officer of the UC Davis Health System has a "dotted-line" reporting relationship to the Vice Chancellor. In addition, the Vice Chancellor provides leadership in overseeing the financial viability of UC Davis for both the Davis and Sacramento campuses, working closely with the Executive Vice Chancellor and Provost, the Vice Chancellor – Human Health Sciences and Chief Executive Officer – UC Davis Health, and the Chief Financial Officer of UC Davis Health.

Opportunities and Challenges

UC Davis' VC-FOA will provide leadership and direction in several critical areas, including but not limited to:

- **Developing a New Vision for the Organization** – The next VC-FOA will have the opportunity to create a new vision for the future, building on the successes and upward trajectory established by the division's current administrative team. In partnering closely with the Chancellor, Provost and Executive Vice Chancellor, and other senior University leaders, the VC-FOA will identify new strategies to engage campus stakeholders, increase customer service, improve organizational effectiveness and efficiency, and maximize the use of university resources in support of UC Davis' mission, vision, and organizational culture.

- **Guiding UC Davis Through its ERP Implementation** – The new VC-FOA will join UC Davis at a critical time during which the University is instituting a new enterprise resource planning system. As such, the VC-FOA will serve as a key leader in both the technical and procedural aspects of this process. Given the scale and impact of this initiative across the University, the VC-FOA must be adept in leading positive change management and prepared to serve as a visible leader both within the Division and amongst campus constituencies in this endeavor.
- **Leading a Large and Diverse Organization** – The next VC-FOA will be responsible for overseeing an organization that is comprised of a broad and diverse range of functional units within Finance, Operations, and Administration. This will require the ability to lead, partner, delegate, and empower staff within the Division. The VC-FOA will provide the leadership necessary to foster an environment that encourages entrepreneurship, values collegiality, promotes collaboration, and rewards success. Moreover, the VC-FOA must be committed to supporting the professional development of divisional staff and creating pathways and opportunities for them to become leaders in their respective fields.
- **Promoting Customer Service and Engagement** – Given the expansive portfolio represented within the Division of Finance, Operations, and Administration, the VC-FOA will lead an organization that is far-reaching and crucial to the execution of important services that support the University’s stakeholders at all levels. The VC-FOA must be committed to promoting an organizational culture that embraces a strong commitment to high-quality customer service and is focused on accountability, outcomes, and clear performance metrics to ensure that customer needs are being met and stakeholders’ expectations are exceeded.
- **Communication and Transparency** – The VC-FOA will be expected to continue fostering a divisional culture that is committed to effectively and proactively communicating with a wide-range of internal and external constituencies. Therefore, the VC-FOA must possess strong listening skills, the ability to engage stakeholders in meaningful discussions, and an openness in providing information about the decision-making process and how decisions will impact university stakeholders as the Division strives to fulfill its mission and achieve its goals. Moreover, the VC-FOA is expected to embrace and respect shared governance with the Academic Senate in decision-making that affects the academic mission of UC Davis.
- **Working with a Dynamic Divisional Leadership Group** – The new VC-FOA must be a creative problem-solver who is genuinely enthusiastic about joining an environment that promotes forward-thinking and innovation. FOA’s senior leadership team is a strong, dynamic, and collaborative group of administrators who are deeply dedicated to supporting UC Davis’ myriad stakeholders in a highly collaborative research-intensive university environment. In their role, the VC-FOA will lead this group of skilled administrative leaders seeking to break through silos and embracing collaboration, wisely allocating resources, and identifying new opportunities for success.

- **Serving as a Key Advisor to the Cabinet** – The VC-FOA will serve as an engaged and interactive partner amongst UC Davis’ cabinet. Specifically, the VC-FOA will be expected to maintain a high level of engagement with cabinet members in order to establish the relationships necessary to serve as a trusted and respected advisor within the group. Communication amongst UC Davis’ senior leadership team must be open, honest, and collaborative in order to promote candid and productive conversations that will lead to the development of successful initiatives and partnerships. By serving in this highly impactful position, the VC-FOA will play a critical role in supporting other university divisions in fulfilling their mission and achieving high priority institutional goals.

Qualifications and Characteristics

UC Davis seeks a Vice Chancellor with considerable administrative experience in a research university or comparable complex organization; an exceptional understanding of complex capital finance and planning matters; experience in the planning, delivery, maintenance, and operations of facilities, infrastructure, and grounds; experience with complex issues surrounding public safety; the ability to conceptualize broad institutional goals; the ability to systematically analyze complex issues and data; the ability to plan well; excellent speaking, writing, and interpersonal skills; a commitment to transparency and shared governance; and a deep understanding of organizational dynamics. UC Davis has a strong institutional commitment to values of diversity, equity and inclusion among its faculty, staff, and students and seeks an individual who shares that commitment.

The successful candidate should be prepared to demonstrate many of the following qualifications and characteristics:

Minimum Qualifications

- Advanced degree and/or equivalent professional experience.
- At least ten years of progressive experience in finance, budget, and administration, with five years at the senior level at a major research university, university system, or other large and complex organization.
- Experience leading complex financial planning, budget appropriation and allocation processes and reporting with various revenue streams and financing strategies for a public organization that includes capital projects and auxiliary enterprises.
- A deep understanding of financial operations and systems, as well as experience with the development and execution of long-term financial strategies at the enterprise level.
- Experience in the planning, delivery, maintenance, and operations of facilities, infrastructure, and grounds.
- Experience with complex issues surrounding public safety.
- Ability to conceptualize broad institutional goals, as well as systematically analyze complex issues and data.
- Demonstrated ability to lead with success as a collaborative partner and experience in change management.
- Political acumen with demonstrated ability to build and sustain relationships with a wide range of partners and stakeholders, leading with integrity, honesty, and transparency.
- Excellent writing, oral communication, and interpersonal skills, including a strong commitment to information transparency with demonstrated experience in analyzing and sharing how data-informed decisions are being made.

Preferred Qualifications

- Experience with and knowledge of university health systems.
- Success implementing change across an organization that has a diverse set of stakeholders, including institution- and state-level governing boards.
- Success building effective teams, developing and retaining talented staff, and leading a diverse organization.
- Experience working within a system of shared governance with faculty that encourages participation in the decision-making process and administrative accountability.
- Experience ensuring compliance within an environment that has complex federal and state laws and regulations.
- Success leveraging enterprise systems and technology to provide accurate, timely, and relevant information to decision-makers.
- Experience working with external entities to identify mutually beneficial partnerships that will advance the University's academic mission and operational excellence.

Personal Qualities

In addition, the VC-FOA will exhibit the following personal qualities:

- Proven commitment to transparency, integrity and demonstrated values that align with those of UC Davis;
- An appreciation of an intellectual curiosity for the various departments and functions housed within the Division of Finance, Operations, and Administration;
- A deliberate and intentional approach to communications and messaging that values both the content to be delivered and the method in which it is shared;
- An entrepreneurial mindset and an appetite for intelligent, data-informed risk taking;
- A desire to increase community engagement and development and the willingness to identify potential opportunities for partnership with external constituencies within Davis and Sacramento;
- An open-minded approach to problem solving and engaging key stakeholders to develop solutions for addressing campus situations;
- An understanding and appreciation for UC's shared governance environment and a commitment to supporting its academic mission;
- An approachable and people-focused management style; a visible leader who welcomes direct engagement and interaction and builds relationships with divisional staff;
- A humble, confident leadership style; someone that will seek the advice of experts, encourage and empower other divisional leaders, and hold themselves and others accountable for achieving the goals set forth; and
- Strong conflict resolution skills and the ability to guide discussions amongst those with differing viewpoints to a successful end with clear deliverables.

Application / Nomination Process

The Recruitment Advisory Committee will begin reviewing applications immediately. Applicants must submit a current resume and/or curriculum vitae, a letter of interest describing relevant experience, and a statement of contributions to diversity, equity, and inclusion. Specifically, we invite candidates to discuss their past, present, and future contributions to promoting equity, inclusion, and diversity in their professional careers. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name and contact information of the nominee. All nominations and applications will be handled in confidence. Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner
Sal Venegas Jr., Principal

Email: apsearch@spaexec.com

Refer to code "UCD-VC-FOA" in the subject line

SP&A Executive Search

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The University of California is an Equal Opportunity/Affirmative Action Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy.