



Vice Chancellor for Business and Administrative Services Position Profile

The University of California, Riverside (UCR) invites nominations, expressions of interest, and applications for the position of Vice Chancellor for Business and Administrative Services (VC-BAS).

The University

Located on nearly 1,200 scenic acres in Inland Southern California and distinguished by more than 60 years of high-impact research, UCR is a living laboratory for the exploration of issues critical to growing communities. One of the prestigious 10 campuses within the University of California system, UCR is one of the most ethnically diverse and inclusive research universities in the nation. The University graduates more low-income (Pell-eligible) students than any other major university in the United States. UCR ranks among the top 15 public universities in the nation (Washington Monthly, 2018) by positively impacting the country through civic engagement, social mobility, and research. UCR holds the distinction of being both an Hispanic-Serving Institution (HSI) and an Asian-American, Native American, and Pacific Islander Serving Institution (AANAPISI). Moreover, the Education Trust has recognized UCR as a national leader for African American and Latino student success.

UCR's land-grant heritage, established intellectual resources, Southern California location, and world-class research drives the translation of innovative research into practical solutions. Chancellor Kim A. Wilcox and Provost and Executive Vice Chancellor Cynthia Larive are overseeing an ongoing expansion of the campus writ-large, which includes growing the student body, faculty ranks, research enterprise, fundraising operations, and campus infrastructure. In order to support the addition of hundreds of new faculty and students, the Multidisciplinary Research Building is set to open in 2019 and a new Student Success Center is in the design phase and is scheduled to open in Spring 2021. New campus student housing, dining, retail, and recreational facilities will be added in the next few years. In addition, the campus launched its first-ever comprehensive \$300 million fundraising campaign.

The campus strategic plan, *UCR 2020: The Path to Preeminence* set forth academic excellence, access, diversity and community engagement as the four strategic goals for the campus. In particular, UCR seeks to attain the profile of institutions belonging to the Association of American Universities (AAU). This ambitious goal has required dramatically increasing federal research expenditures, student graduation rates, and faculty hiring. The campus has seen 43% growth in federal research funding since 2012. Four-year graduation rates have increased by about 16% over the past decade, while achieving near-parity in graduation rates across income and racial/ethnic groups. Full-time instructional faculty numbers have increased by 29%, with increasing gender and racial/ethnic diversity among incoming faculty. UCR leads the UC system in the number of faculty with NSF Early Career Awards (39); and in Fall 2018, two Nobel Laureates will join the UCR faculty.

UCR's three colleges offer a wide range of academic and research subjects: The Marlan and Rosemary Bourns College of Engineering; The College of Humanities, Arts, and Social

Sciences; and the College of Natural and Agricultural Sciences. In addition, UCR's four professional schools include: School of Business, Graduate School of Education, School of Medicine, and School of Public Policy, as well as 23 interdisciplinary research centers. Currently home to approximately 23,000 students; 1,100 institutional faculty; and 3,000 staff, UCR serves as an incubator of new knowledge, an engine of social mobility, and an economic powerhouse. As a member of the [University Innovation Alliance](#), UCR ensures access, opportunity, and achievement for exceptional students from underrepresented communities.

Nationally, UCR's economic impact is approximately \$2.7 billion per year. In Inland Southern California community (also known as the Inland Empire), UCR is also visible in:

- The more than 200 medical students who train in hospitals across Inland Southern California while [UCR Health](#) is rapidly expanding regional access to healthcare for the growing Inland Empire communities.
- [UCR Extension](#)'s work in continuing education via specialized certificate courses to nearly 30,000 per year to meet local workforce training needs, education of international students, and provision of intellectual enrichment for community members.
- [UCR Palm Desert](#)'s extension of the University's reach to the Coachella Valley, and offerings of a Master of Fine Arts degree, continuing education courses and a Future Physician Leaders program.

UCR is within easy driving distance of dozens of major cultural and recreations sites, as well as desert, mountain, and coastal destinations. For more information about the University, please visit <https://www.ucr.edu/>.

Additional Points of Pride

UCR has received recognition in many national and international rankings, including:

- In 2016, UCR was recognized for graduation rate success by the Association of Public and Land-Grant Universities (APLU) for achieving near parity across racial-ethnic, socio-economic, and gender boundaries.
- UC Riverside was included in the (August 2018) edition of The Princeton Review's "The Best 382 Colleges."
- UCR ranked #7 among public research universities with the most low-income students by the Brookings Institution.
- The new School of Public Policy and School of Medicine graduated inaugural classes in 2017. One hundred percent of UCR's medical school students were matched to residency programs and 82.5% are beginning their careers in California. The UCR School of Medicine is California's first new public medical school in more than 40 years.
- The Sierra Club's 2017 Cool Schools Ranking puts UCR's energy-saving and sustainability efforts at 35th among 227 universities.
- The Princeton Review's Top 50 Green Colleges list ranks UCR at #31 for superb sustainability practices, a strong foundation in sustainability education, and a healthy quality of life for students on campus.
- In 1993, the campus opened its LGBT Resource Center—the first professionally staffed center of its kind in California. In 1996, the campus was the first in California to offer an LGBT Studies minor, which quickly attracted students from across the state. In 2005, UCR became the first public university in the nation to offer a gender-neutral housing option.

- UCR is a Yellow Ribbon institution and consistently included in G.I. Jobs and the annual *Guide to Military Friendly® Schools*. A new Veterans Resource Center opened on campus in 2017.

The Division of Business and Administrative Services

The Division is comprised of a diverse workforce of about 550 staff employees, including managerial, professional, administrative, service, and technical staff and 1,120 student employees. With an operating budget of approximately \$137 million, the Division's units include:

- Business and Financial Services (~\$8.8M budget 61 FTE): financial control and accountability, payroll services, accounting services, and student business services, including the main cashier's office, as well as procurement services, accounts payable and business contracts.
- Human Resources (~\$7.4M budget, 39 FTE): employee and organizational development, compensation and benefits, workplace health and wellness, employee and labor relations, talent acquisition and diversity outreach, and equal employment and affirmative action.
- Auxiliary Services (~\$120M budget, 327 FTE): housing and dining services, early childhood services, bookstore, and campus business support services, including printing and reprographics, shipping/receiving, mail services, sale of excess property, storehouse, and UCR's Card Office, as well as transportation, parking, and fleet services.
- Enterprise Risk Management (~\$16M budget, 90 FTE): environmental health and safety, emergency management and continuity planning, risk management and workers compensation claims, and the police department.
- Vice Chancellor's Immediate Office (~\$4.2M budget, 22 FTE): organizational accountability, strategic planning and operational excellence, organizational budget and financial management, organizational human resources functions, R' Shared Services Center management, administrative policy development, Vice Chancellor's office operations.

Position Summary

Reporting directly to the Chancellor, the Vice Chancellor for Business and Administrative Services (VC-BAS) ensures UCR's enterprise-wide business units optimally support UCR's trifold mission of teaching, research, and public service. Under the direction of the Chancellor and the Provost, and in close partnership with UCR's deans and vice chancellors, the VC-BAS develops and executes comprehensive strategic and tactical plans relating to campus business operations. In leading the BAS Division, the Vice Chancellor will be responsible for directing and guiding a diverse range of administrative departments while engaging in senior management strategic planning processes as a member of the Chancellor's executive leadership team. These strategic and tactical plans include innovative business processes and approaches that encompass emerging, collaborative, and federated service delivery paradigms, including the innovative use of information technology. The Vice Chancellor will provide leadership and vision to ensure effective operation of the Division's various units and liaises with the UC Office of the President (UCOP) on all matters related to the Division. The VC-BAS also serves as a Co-Lead for UCPATH Implementation and Future Operating Model (a new system-wide HR and payroll

system), as the campus' Cyber Risk Executive (CRE), and oversees policy development/coordination relating to business and administrative operations.

The VC-BAS leads a large, complex, multi-unit organization that is sustained by multiple revenue sources (e.g., state funds, recharge revenue, sales and service revenue, auxiliary revenue). The Division provides essential services to campus students, staff and faculty, in support of the academic mission and UCR's strategic plan. The VC-BAS leads a comprehensive program of business process improvement, innovation, simplification, and streamlining toward the long-term goal of continuing and sustainable administrative improvement that spans colleges, administrative units, and central campus offices. In so doing, the VC-BAS is responsible for the overall leadership and oversight for management systems; programs, standards, plans, policies, and practices that foster fiscal integrity and long-term protection of campus assets; and a system of progressive, environmentally beneficial practices and programs in transportation and fleet services, student housing, and dining services. This includes overseeing effective and efficient procurement and storehouse activities. In addition, the VC-BAS oversees the delivery of services that support a robust campus research environment with high quality, efficient environmental health and safety services, resources, and programs that reduce risk to the academic enterprise and improve the culture of safety. In partnership with the CFO/Vice Chancellor for Planning and Budget and UCOP, the VC-BAS will provide leadership and direction for the development and operations of the North District site, which will provide affordable student housing and living learning communities (up to 6,000 new beds, 55-acre site, public-private partnership).

The VC-BAS must also coordinate with local, regional, and state representatives and agencies on issues related to the campus' business and planning efforts. Thus, the VC-BAS serves on campus and University-wide committees and is the official liaison with UCOP, other universities, outside agencies, and the local community in all areas of the unit's responsibility. The VC-BAS represents UCR's interests with UCOP, proactively pursuing policy, resource allocation, and regulatory issues that affect the campus.

Opportunities and Challenges

The VC-BAS will provide leadership in several critical areas including, but not limited to:

- **Enhancing Communication and Customer Service** – The Vice Chancellor will be expected to foster a Divisional culture that is proactive, committed to taking quick and decisive action, and dedicated to providing a high level of customer service to its many stakeholders. In leading this organization, the Vice Chancellor must exhibit strong listening and communication skills, a personal commitment to providing the best possible customer service experience, and the ability to empower and mentor those within the organization towards exemplifying these ideals. The Vice Chancellor will promote a culture of high performance and continuous improvement. In re-defining the Division's relationships with its stakeholders, the Vice Chancellor will engage various University constituents in the decision-making process and implement strategies for gaining their support and confidence while fulfilling the Division's missions and achieving its goals.
- **Fostering a Strong Team-Oriented Environment** – The Vice Chancellor will lead a functionally diverse organization that plays a significant role in the University's efforts toward achieving the goals set forth in its strategic plan. With this in mind, the new Vice Chancellor must foster and enhance a strong team-oriented environment within the Division of Business and Administrative Services. This individual must be committed to

creating an environment that encourages innovative thinking, collaboration, rewards success, and supports Divisional staff in their own professional development.

- **Building Partnerships** – As a visible leader on campus, the Vice Chancellor must be committed to establishing new and enhancing existing relationships, working with the University’s various division and unit leaders, including consultation with the Academic Senate, to develop a clearly articulated plan of action for addressing issues. Open avenues of communication between the Division and stakeholders driving and supporting the University’s mission of research, teaching and service will allow the Vice Chancellor to engage University leadership in identifying new potential approaches to long-standing issues.
- **Serving as an Innovative Change Agent for the Division** – Given the University’s rapid growth over the last two decades, the Division of Business and Administrative Services has and will play a critical role in supporting institutional priorities and addressing the campus’ needs. The new Vice Chancellor will rapidly assess campus needs, lead a review of all units within the Division and then implement policies, practices, and procedures to ensure that the Division is nimble, appropriately sized, and ready to address those campus needs. In doing so, the Vice Chancellor will identify existing areas of excellence, initiate innovative deployments of resources and staff, and establish clear metrics and expectations for Divisional units.
- **Addressing Immediate and Long-Term Infrastructure Issues** – In partnership with the University’s senior administration and the Divisional leadership, the Vice Chancellor will be responsible for developing and implementing a plan for addressing the University’s current infrastructure challenges and anticipating future needs along the University’s growth trajectory. The Vice Chancellor will provide critical analysis of the Division’s current operational status, including the short- and long-term challenges it faces, and recommend solutions. In working collaboratively with campus leadership, the Vice Chancellor will develop a path forward that will incorporate strategies for maximizing existing financial and human resources and identifying areas that require further investment to address campus needs.
- **Establishing Long-Term Financial Sustainability** – The University’s explosive growth has had a positive impact on the institution, but it has also stressed its infrastructure and strained budgets. The next Vice Chancellor will play a key role in the development and implementation of a new business model for the Division’s long-term financial sustainability.

Qualifications

The successful candidate will demonstrate the following skills, knowledge and abilities:

- Advanced degree in business, public management, finance, or related field, or an equivalent combination of education and experience;
- Minimum ten years of progressive administrative management responsibility for a complex, multi-unit organization, reporting directly to senior/executive management, and preferably in a higher educational setting and in a union environment;
- Management experience must include several or more of the following areas: business and financial services, human resources, procurement, auxiliary services (student

housing and dining operations), enterprise risk management, and transportation services;

- Demonstrated ability to align operating/support units (e.g., business and financial services, human resources) to optimally support delivery of an organization's core mission;
- Demonstrated background developing, coordinating, and managing policy and compliance in a complex, highly regulated environment;
- Demonstrated ability to conceive and deploy effective business processes using a variety of service delivery paradigms (e.g., service centers, "cloud based" approaches, etc.);
- Demonstrated ability to lead, either directly or through the application of persuasive influence;
- Demonstrated record of accomplishment in advocating and incorporating the policy and program needs of a complex, multi-unit organization into the broader organization-wide/corporate-wide plans and programs;
- Demonstrated organizational, administrative and project management skills to include the ability to diagnose critical areas for attention and translate strategies into action;
- Demonstrated ability to work with a diverse group of constituencies on all levels within the organization and without, including, city, county, state, federal agencies and community groups;
- Demonstrated strengths in interpersonal and conflict resolution skills;
- Excellent verbal, written, and interpersonal communication skills;
- Demonstrated problem solving and decision-making skills;
- Demonstrated commitment to principles of affirmative action and diversity;
- Demonstrated commitment to the principles of excellence in customer service, and a commitment to continuous improvement throughout the organization; and
- Management experience in an academic environment, including exposure to and knowledge of relevant issues related to higher education. (Preferred).

Qualities and Characteristics

The successful candidates should possess the following qualities and characteristics:

- The ability to clearly articulate divisional goals and objectives to a wide range of stakeholders and create implementation plans that include resources needed, timelines, and performance metrics;
- Demonstrated political astuteness, a sense of urgency, and an action orientated disposition;
- An appreciation, understanding, and resonance with the University's mission and commitment to serving first-generation college students coming from diverse populations;
- The ability to establish and maintain positive and collegial working relationships with peers, staff, faculty, students, and external partners;
- The ability to operate as an effective tactical as well as strategic thinker;
- A proven track record of success facilitating progressive organizational change and development within a complex organization;
- Creative management and planning expertise and the ability to work within defined financial constraints;
- Strong professional ethics and accountability; and

- The ability to motivate a variety of stakeholders and build strong working relationships with all levels of the University and the University of California, Office of the President as well as various state and local government officials to accomplish objectives.

Application and Nomination Process

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. For fullest consideration, applicant materials should be received by October 11, 2018. Applicants must submit: a current resume or curriculum vitae, a cover letter describing relevant experience and interest in the position, and a Statement of Contributions to Diversity. For more information on the Statement of Contributions to Diversity, please see <http://www.ucr.edu/faculty/diversity.html>.

Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner
Storbeck/Pimentel & Associates
6512 Painter Avenue
Whittier, CA 90601
Email: apsearch@storbeckpimentel.com
Refer to code "**UCR-VCBAS**" in subject line

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