

UC San Diego

Vice Chancellor for Operations Management and Capital Programs Position Profile

The University of California San Diego (UC San Diego) seeks an exceptional leader to serve as Vice Chancellor for Operations Management and Capital Programs (VC-OMCP).

About UC San Diego

UC San Diego is a university where the culture of collaboration sparks discoveries that advance society and drive economic impact. Everything done at UC San Diego is dedicated to ensuring that all students have the opportunity to become changemakers and are equipped with the multidisciplinary tools needed to accelerate answers to the world's most pressing issues. According to Forbes' 2023 America's Top Colleges list, UC San Diego ranks third among the nation's top public colleges and 6th best public university by U.S. News & World Report. UC San Diego is a [public land-grant research university](#). Established in 1960, it is the southernmost of the ten campuses of the [University of California](#), and offers over 200 undergraduate and graduate degree programs, currently enrolling 33,096 undergraduate and 9,872 graduate students. The University is among the premier universities in the world and many publications have ranked several of UC San Diego's departments to be among the top 10 in the nation and the world. The University occupies 2,178 acres near the Pacific coast. The main campus sits on approximately 1,152 acres.

UC San Diego consists of twelve undergraduate, graduate, and professional schools, and [eight undergraduate residential colleges](#). The University operates 19 organized research units as well as eight School of Medicine research units, six research centers at Scripps Institution of Oceanography and two multi-campus initiatives. In addition, the University has two academic Medical Centers operated via UC San Diego Health. UC San Diego is also closely affiliated with several regional research centers, such as the [Salk Institute](#), the [Sanford Burnham Prebys Medical Discovery Institute](#), the [Sanford Consortium for Regenerative Medicine](#), and the [Scripps Research Institute](#).

Students

Students at UC San Diego are curious about the world around them and eager to make a difference. Both academically exceptional and socially conscious, UC San Diego undergraduate and graduate scholars set the bar high. They travel the world on service-learning trips to improve public health and sustainability; they develop exciting entrepreneurial ideas and launch companies; and they work alongside faculty members on diverse research projects, from civic engagement to ocean aerosols and materials inspired by nature.

Faculty

UC San Diego faculty members are sought-after experts in their fields, equally passionate about tackling the world's toughest problems and training the next generation of student leaders. In fiscal year 2023, the University received \$1.76 Billion in research funding (up 6% from FY 2022). UC San Diego faculty, researchers, and alumni have won 27 Nobel Prizes as well as three Fields Medals, eight [National Medals of Science](#), eight [MacArthur Fellowships](#), and three [Pulitzer Prizes](#). Additionally, of the current faculty, 29 have been elected to the [National](#)

[Academy of Engineering](#), 70 to the [National Academy of Sciences](#), 45 to the [Institute of Medicine](#) and 110 to the [American Academy of Arts and Sciences](#).

Staff

UC San Diego Staff bring heart and creativity to advance the mission of the campus. UC San Diego is the largest employer in San Diego County and consists of 40,285 full and part-time academic and staff. Of this, 3,804 are faculty (1,733 ladder-rank, 2,071 Clinical/in-residence faculty).

Campus Transformation

UC San Diego is in the midst of a major transformation. Walking through campus one cannot miss the physical changes coming to life. Beyond the new buildings, there is also an intellectual and cultural transformation underway that is invigorating the student experience and sparking breakthrough research and innovation. This transformation will enhance the student experience, enrich the campus community and spark research and innovation. The campus is on its way to becoming a true learning-living environment and a destination for art, culture, recreation, and world-class patient care. For additional information on the transformation effort, please visit: <https://plan.ucsd.edu/campus-transformation>

Public Service

At UC San Diego, an integral part of the mission is to make a difference in all that we do. Faculty members don't just teach, they conduct breakthrough research that changes lives locally and globally. Staff members unite to better the local community through hundreds of hours of volunteer work. Students are shaped into global changemakers through service-learning projects around the world.

UC San Diego Health—the region's only academic health system—is dedicated to clinical, research and teaching excellence. For decades, UC San Diego Health and the schools of medicine and pharmacy have advanced medicine through breakthrough discoveries — including pioneering firsts in surgery, imaging, cancer treatment and cardiovascular care. With more than 1,500 doctors and scientists who are published experts in their fields, UC San Diego Health is well equipped to deliver the highest quality patient-centered primary and specialty care. For more information on UC San Diego Health visit: [UC San Diego Health | San Diego Hospital, Healthcare \(UC San Diego.edu\)](#)

Position Summary

The Vice Chancellor for Operations Management and Capital Programs (VC-OMCP) has overall managerial responsibility for the day-to-day operations of UC San Diego's resources and services and oversight of the planning functions, policies, and programs for the University. The Vice Chancellor reports directly to the Chancellor and serves as a member of the Chancellor's executive cabinet of advisors. In this role, the VC-OMCP serves as a principal advisor to the Chancellor and collaborates with the academic and administrative leadership of the campus to fulfill UC San Diego's goals.

The VC-OMCP oversees a workforce of approximately 950 active career employees and is assigned to the University of California Senior Management Group. Using an equity, diversity, and inclusion lens, the VC-OMCP provides policy direction and guidance and coordinates senior campus managers in the planning, organization, and operation of the following areas:

- Capital Program Management
- Campus Planning

- Campus Safety/Police
- Environment, Health & Safety
- Facility Management Services & Fleet Services
- Native American Graves Protection and Repatriation Act (NAGPRA) Repatriation
- Policy & Records Administration
- Strategic Energy Initiatives
- Triton Auxiliary Programs and Services including: UC San Diego Bookstore, Parking, Transportation and Transit Services, Triton Print, and Early Childhood Education Center
- Utilities & Sustainability

The VC-OMCP is a strategic advisor who has significant strength in inclusive organizational effectiveness and institutional change that is based in equity. The VC-OMCP represents the Campus's operations management and planning interests at system-wide meetings of their peers. The VC-OMCP works in close collaboration with all units of General Campus, Scripps Institution of Oceanography, Health Sciences, and UC San Diego Health.

Scope

This position oversees the following areas:

- **Capital Program Management:** The VC-OMCP oversees the planning and construction of large-scale development projects and ensures the projects and programs remain on track, within budget and on time. This includes a variety of key construction projects for student housing, academic space, the science research park, and redevelopment of a new hospital campus. The VC-OMCP ensures their leadership team understands the principles of inclusive design and work with space designers and architects who center the use for the widest range of people, enhancing belonging and benefiting everyone.
- **Campus Safety:** The VC-OMCP serves as the chief officer overseeing and reimagining community safety, ensuring that every person feels welcomed, respected and protected from harm. This includes overseeing policies and programs necessary to maintain a safe and healthy environment for faculty, staff, students, patients, and visitors; protects the University against losses; and ensures that University operations at the campus and medical center comply with applicable codes and regulatory requirements. The VC-OMCP reviews these programs to ensure they are effective, community driven, holistic, inclusive, accountable, and functioning, and that compliance measures are met. In addition, the VC-OMCP is responsible for campus community safety, including oversight of police functions that ensure personal safety, while preventing crime on the campus in a manner that embraces community policing standards, is transparent, and fosters a positive environment on campus, in accordance with obligations established by UCOP , where everyone feels welcome, respected, and protected.
- **Campus Planning:** The VC-OMCP oversees the development and implementation of land use plans for the Campus so that the environmental quality, aesthetic value, and functional effectiveness of the University is safeguarded. Specifically, the VC-OMCP establishes organizational direction and guides the development and implementation of strategies, vision, mission, goals, and objectives to the following areas:
 - *Physical Planning:* Providing long-range use plans, evaluating site options for new facilities, and developing environmental impact documentation, including required Native American Graves Protection and Repatriation Act (NAGPRA)

assessments in support of UC San Diego's capital improvement program.

- *Capital Planning*: Coordinating capital planning efforts of the General Campus, Health Sciences, Medical Center and Marine Sciences in the development and oversight of UC San Diego's long-range planning activities. Developing plans for short- and long-range facility needs, and associated resource requirements; directing the capital planning program, developing financing strategies, and coordinating with UC system-wide and required State agencies.
- *Space Planning*: Developing, maintaining, and monitoring campus-wide space requirement projections, including the development of campus-wide annual space allocation plan, and the updating of space data in the system; reviewing, recommending, and implementing all space assignments and annual space allocations.
- *Environmental Planning*: Ensuring compliance with the California Environmental Quality Act (CEQA) and other governmental and permit requirements related to environmental quality, laws, and regulations.
- **OMCP Auxiliary Business Services**: The VC-OMCP oversees Parking Services, Triton Transit, Transportation Planning, Early Childhood Education Center, and in-house Retail Operations (UC San Diego Bookstore, Sunshine Market, and Triton Print - Print & Digital Media). The VC-OMCP establishes organizational direction and guides the development and implementation of inclusive strategies, vision, mission, goals and objectives that ensure equitable practices, systems, and policies within these units.
- **Policy & Records Administration**: The VC-OMCP oversees the coordination and review of campus Regents items and actions, including materials for meetings of The Regents; plans, develops, and manages record-keeping systems for the Chancellor and Vice Chancellor correspondence, and campus central files; and maintains administrative committee assignments and the Campus Policy and Procedural Manual, as well as serves as the point person for assembling and responding to requests under the California Public Records Act (CPRA). The VC-OMCP establishes organizational direction and guides the development and implementation of inclusive strategies, vision, mission, goals and objectives that help ensure equitable policies and practices within UC San Diego. This would include regular review of existing policies for unintentional negative impact on campus communities. within these units.
- **Facilities Management, MAPS**: The VC-OMCP oversees the management and development of Facilities Management – responsible for the maintenance of UC San Diego buildings and grounds, and managing minor campus building renovations and remodeling; Machining and Additive Prototyping Services (MAPS) - cutting-edge prototyping and machining services for campus researchers and external clients; design and fabricate specialized and customized equipment; Fleet Services - oversees a campus fleet of over 1,000 vehicles, operates two fueling stations and provides maintenance and automotive services for all university-owned vehicles. The VC-OMCP establishes inclusive organizational direction and guides the development and implementation of strategies, vision, mission, goals and objectives that ensure equitable practices, systems, and policies within these units, including health equity when relevant.

- **Environment, Health & Safety:** The VC-OMCP oversees policies and programs necessary to maintain a safe and healthy environment for faculty, staff, students, patients, and visitors; protects the University and UC San Diego Office of the Chancellor against losses; and ensures that University operations at the campus and Medical Center are in compliance with applicable codes and regulatory requirements. Programs include Emergency Operations Center, Business Continuity, Environmental Affairs, Fire and Life Safety, Industrial Hygiene, Research Safety, and Risk Management, including Workers' Compensation and business insurance programs.

- **Equity, Diversity, and Inclusion:** Equity, Diversity and Inclusion are paramount to UC San Diego fulfilling its mission to serve the broader community by being an exemplar of an inclusive and welcoming University for accessible lifelong education, engaged research, and outstanding patient care. As such, the VC-OMCP advances OMCP's commitment to equity, diversity, and inclusion to ensure success for all of its members and constituents.
 - Develops and advances OMCP's Plan for Inclusive excellence in alignment with the University's Strategic Plan for Inclusive Excellence's core tenets of access, success, climate (e.g. sense of belonging), and accountability. The VC is held accountable for ensuring progress of their unit's Plan and continuous improvement in the core tenets

 - Builds and fosters a culture of trust, transparency, collaboration, and respect

 - Drives and executes a strategic vision centered on inclusive excellence that will enhance the University's Operations Management and Capital Programs strengths and enable the University to excel in its disciplines and its national prominence.

- **Utilities & Sustainability:** Utilities Enterprise Operation: Serving the campus community, including two medical centers and other off-site locations with power, water, and all other utility services with a focus on environmental stewardship and focus on sustainable building construction and operations, and carbon neutral practices. Sustainability: Coordinates the development, management, and implementation of campus-wide Sustainability Projects in collaboration with faculty, students, and industry leaders. Manages utility generation and distribution systems including the integration of alternative energy options. Leads campus-wide decarbonization efforts.

- **Special Projects:** The VC-OMCP oversees and manages specialized projects, such as Public Realm initiatives. The VC-OMCP serves as the Chancellor's designee for repatriation. The VC-OMCP serves as the Chancellor's designee for repatriation and works closely with VC-EDI to ensure respectful and culturally appropriate partnership, with our local Native American communities, to resolve repatriation matters. The VC-OMCP serves as the Campus responsible party for adherence and transformation of campus safety programs as required by the UC Community Safety Plan. In addition, the VC-OMCP will play a leadership role in planning and governance of business transformation initiatives and assessing business process efficiency and process design to enhance service delivery, maximize operational performance and identify improvement opportunities.

- **Advisory and Campus Representation Activities:** The VC-OMCP acts as chief executive officer and principal advisor to the Chancellor in operations management and long-range planning matters; serves on the Chancellor's Cabinet and the Academic Senate Administration Council; serves on campus and University-wide committees and performs other duties as assigned by the Chancellor. The VC-OMCP acts as the official campus representative and liaison with the Office of the President, other University of California campuses, and outside agencies, regarding all matters relating to long-range planning, capital programs development, and other responsibility areas.

Opportunities and Challenges

UC San Diego's VC-OMCP will lead the unit in providing a foundation which will enable a great university to become even greater. He/she will have the opportunity to:

- **Leading the Evolution of the Division of Operations Management and Capital Programs** – The VC-OMCP will work closely with the Chancellor and UC San Diego's leadership team to promote an effective and customer-focused work environment where the Division's expertise is shared and utilized across the University, especially for major renovation and construction. In doing so, the VC-OMCP will play a central role in working with senior administrators across campus to identify Divisional functions, duties, and expertise that should be leveraged to support their projects to ensure the efficient use of resources and personnel. A careful examination of the organizational structure and expertise housed within the Division of Operations Management and Capital Programs and others across UC San Diego, will be necessary to ensure that the Division and its project partners are operating as a cohesive team.
- **Enhancing Existing Practices and Procedures** – In leading the Division of Operations Management and Capital Programs, the VC-OMCP will serve in a critical position charged with ensuring that the University's current and evolving facilities needs are met. As such, the VC-OMCP will drive the review of existing university policies, practices, and procedures to identify existing areas of excellence and opportunities for improving the allocation of resources and delivery of services. In guiding the Division through a process of continual assessment and realignment, the VC-OMCP will assist in developing innovative responses to existing and future situations and further strengthen an environment dedicated to providing an optimal physical environment for students, faculty, and staff at UC San Diego.
- **Addressing Deferred Maintenance Needs** – Although UC San Diego is currently in the midst of executing one of the world's most significant capital expansion efforts, there is an increasing need to identify and prioritize deferred maintenance issues impacting the University. The VC-OMCP will be responsible for engaging the stakeholders across campus to assess and prioritize their respective deferred maintenance needs. Using this information, the VC-OMCP will lead in the development of a university-wide deferred maintenance plan and will work with the Chancellor's leadership team, the UC Office of the President, and the Board of Regents for completing these projects in order of priority.
- **Long-Term Planning** – In serving as UC San Diego's liaison with campus, UC system, government, private sector, and community stakeholders, the VC-OMCP will play a key role in working with the Chancellor and his leadership team in navigating the political landscape related to addressing UC San Diego's campus planning and facilities needs. In addition to managing the campus' complex infrastructure, this individual must also be

prepared to lead an organization that is also responsible for UC San Diego's operational and safety needs and bear current and future needs in mind when developing long-term plans for the future.

- **Build and maintain a diverse team to create a world class organization that fully supports UC San Diego** – The Vice Chancellor will create an environment that encourages entrepreneurship, promotes collaboration, and rewards success. Moreover, the Vice Chancellor must be committed to supporting the professional development of divisional staff and creating pathways and opportunities for them to become experts and leaders in their respective fields.
- **Increasing Engagement and Satisfaction** – In partnering with the Chancellor and UC San Diego's leadership team in the continued evolution of Operations Management and Capital Programs, the VC-OMCP will strive to foster an environment that is highly focused on customer engagement, partnership, and satisfaction. In re-defining the relationships between their Office and UC San Diego's myriad divisions, departments, and stakeholders, the next VC-OMCP will champion relationships based on increased visibility, transparency, and accessibility aimed at achieving high priority campus goals.
- **University-wide Leadership** – Working in partnership to fully understand their space and facilities needs, the VC-OMCP will foster an environment that promotes collaboration and open avenues of communication with all UC San Diego stakeholder groups. The VC-OMCP will be a highly-visible figure on campus and must be dedicated to addressing these constituencies' varied planning, maintenance, and construction/renovation needs and advocating on their behalf to campus administrators, the University of California, Office of the President, the Board of Regents, and California's state legislature.
- **Lead and Work with a Dynamic Divisional Leadership Group** – OMCP'S senior leadership team is a strong, dynamic, and collaborative group of administrators who are deeply dedicated to supporting UC San Diego's myriad stakeholders in a highly collaborative research-intensive university environment. In this role, the VC-OMCP will lead this group of skilled administrative leaders in breaking through silos and embracing collaboration, wisely allocating resources, and identifying new opportunities for success.
- **Serve as a Key Advisor to the Chancellor's Cabinet** – The VC-OMCP will be an engaged and interactive strategic partner on UC San Diego's Cabinet. The Vice Chancellor will maintain a high level of engagement with fellow Cabinet members to establish the relationships necessary to be a trusted and respected advisor within the group. Communication amongst UC San Diego's senior leadership team must be open, honest, and collaborative to promote candid and productive conversations that will develop successful initiatives and partnerships.
- **Support for the Growth of the Healthcare Enterprise** – UC San Diego Health is among the nation's top 10 medical centers and is growing rapidly. The next VC-OMCP will need to demonstrate an understanding and appreciation for the needs and complexity of this growing healthcare enterprise and a readiness to customize processes and practices to accommodate their current and emerging facilities- and safety-related issues.

- **Identifying and Implementing Creative Approaches to Addressing Facilities Needs**
 - The VC-OMCP will provide advice and counsel to senior campus leadership in connection with the development of private/public partnerships and other creative strategies for meeting UC San Diego’s rapidly changing facilities and space needs. The VC-OMCP will be responsible for establishing the protocol for evaluating new partnerships and the specific roles each stakeholder will play while monitoring their progress in the collaboration.

Qualifications/Characteristics:

- Enthusiasm for UC San Diego, its mission, and its institutional culture. Commitment to public higher education and proven ability to lead UC San Diego vision and strategy in support of the University’s mission of excellence in education, research, and service.
- Strong managerial experience to review, oversee and manage a large, complex and diverse portfolio; manage the day-to-day operations of UC San Diego’s resources and services; and review the organization to ensure it is structured to deliver and implement the Chancellor’s strategic priorities.
- Demonstrated success as an experienced administrator at increasing levels of budgetary responsibility and facilities management, has managed large and complex organizations, preferably within the administration of a large, public research university.
- Broad experience and expertise in policy development in a shared governance environment; administration of a large and complex capital expansion program; technological knowledge; and management of self-supporting enterprises, health, and safety programs. This individual should be an active, inclusive, and empathetic listener.
- Demonstrated success in working with national, state and University-wide constituencies in advancing the resource management objectives of a complex organization.
- Significant experience in establishing collaborative initiatives that bring together students, administrators, faculty, and staff from multiple departments to identify and creatively address issues.
- Proven track record of success in strategic planning, budgeting, and resource management. Ability to manage costs and capture efficiency opportunities.
- Proven ability to work with a diverse faculty, staff, and student body and with all members of the academic and administrative campus-wide communities.
- Support the pursuit and achievement of UC San Diego’s sustainability and decarbonization objectives.
- The ability to think creatively and innovate while building consensus and collaborating with others.
- Leadership, supervision, and management skills, including the ability to coach, mentor, and support staff in creating a positive, engaging, and inclusive workplace.
- The ability to establish and maintain effective work relationships, including the ability to negotiate and solve problems with multiple constituencies and stakeholder groups with diverse priorities.
- Demonstrated commitment to resource stewardship from the perspectives of both economics and sustainability.
- Demonstrated achievement of multicultural goals, including recruitment, development, and retention of diverse staff.
- The ability to work in a fast-paced setting of a major public university.
- The ability to include, engage, and energize others, and to thrive in a collegial environment.
- Honesty and integrity.
- A customer-service orientation.

- The ability to respond to daily challenges while staying focused on long-term goals.
- A sense of urgency and when and where appropriate, the capacity to operate at the “speed of business.”
- A history of being highly visible and accessible to stakeholders.

Application / Nomination Process

The Search Advisory Committee will begin reviewing applications immediately. Applicants must submit the following items for consideration:

1. Resume and/or Curriculum Vitae (CV)
2. Cover Letter
3. Please note that candidates who are invited to interview will also be required to submit a Diversity Statement. Guidance for preparing Diversity Statements can be found [here](#).

All applications will be handled in confidence. Applications or nominations should be submitted by email to:



Alberto Pimentel, Managing Partner

Will Gates, Partner

Email: apsearch@spaexec.com

Refer to code “UCSD-VC-OMCP” in the subject line

SP&A Executive Search

6512 Painter Avenue

Whittier, CA 90601

All candidates must also formally apply via UC San Diego’s application portal located at <https://employment.ucsd.edu/vice-chancellor-operations-mgmt-and-capital-progs-125669/job/26712611>.

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.