Vice Chancellor, Information Technology

The University of California, Santa Cruz (UCSC), a R1-research university and member of the American Association of Universities, invites nominations and applications in its search to identify the University's next Vice Chancellor for Information Technology (VCIT). Reporting to Chancellor Cynthia Larive, Ph.D., the VCIT provides the dynamic leadership and vision necessary to assure effective and strategic management of the University's administrative and educational technology and information and cyber security resources. The VCIT works closely with campus stakeholders at all levels to evaluate, plan, finance, and deliver technology across the campus computing and communication environments that support UCSC's education, research, and public-service missions.

University of California, Santa Cruz

The University of California, Santa Cruz has earned worldwide distinction through its commitment to bold and progressive research and creative scholarship, innovative teaching in both graduate and undergraduate education, and engaged public service that benefits our communities and the planet.

Since its founding, UC Santa Cruz has been on an unprecedented trajectory. From being the first to first in the world to assemble the DNA sequence of the human genome and make it publicly available to marking a new era in astronomy by being the first to observe merging neutron stars, UC Santa Cruz researchers and experts have been at the forefront of major achievements that create real change.

One of only four universities that is both a Hispanic-Serving Institution and a member of the Association of American Universities, UC Santa Cruz is committed to social justice and environmental stewardship, values that are practiced through research, scholarship, and campus life. With 10 residential colleges, UC Santa Cruz combines the intimacy of a small, liberal arts college with the depth and rigor of a major research university.

Twelve faculty members are members of the National Academy of Sciences, 25 are members of the American Academy of Arts and Sciences, and 36 have been elected as fellows of the American Association for the Advancement of Science, and one member is the recipient of the Nobel Prize for Physiology/Medicine. UCSC's academic programs are organized in four divisions – Arts, Humanities, Physical & Biological Sciences, and Social Sciences – and in the Baskin School of Engineering.

The campus provides unparalleled opportunities for students to learn through hands-on experience—in laboratories, art studios, and archives as well as through field research that spans the world. Nearly 20,000 students choose from 66 undergraduate majors and 64 graduate programs across the arts, humanities, physical and biological sciences, social sciences, computer science and engineering. Its world-class

facilities are in one of the most visually spectacular settings in higher education, a 2,000-acre redwood forest at the edge of the Pacific Ocean.

The quality and quantity of UCSC research activities has resulted in steadily increasing public and private support, enabling UCSC scholars to contribute significantly to the body of research that has made the University of California the foremost public university system in the world. UCSC's FY2021 research activities contributed $128.3M towards the University's total operating budget of $894M.

UCSC operates under a shared governance model in which faculty, represented by the Academic Senate, primarily chart the University's educational course, while administrative leaders direct its finances and organization. In practice, these domains overlap, are interdependent and operate with a high level of consultation, trust, mutual respect, and a tradition of collegial collaboration between faculty and administrative leaders.

Through its Principles of Community, UCSC is committed to promoting and protecting an environment that values and supports every person in an atmosphere of civility, honesty, cooperation, professionalism, and fairness. Guided by these principles, UCSC strives to be diverse, open, purposeful, caring, just, disciplined, and celebrative.

Position Summary

Reporting to the Chancellor, the Vice Chancellor for Information Technology (VCIT) is responsible for the strategic and operational oversight of information technology and cybersecurity across the University. The VICT provides strategic counsel to the Chancellor, fellow University leaders, and faculty, staff, and students on all aspects of information technology investments, resources, and risks and participates in policy and planning related to the role of information technology in the University's education, research, and service missions.

The VCIT serves as a thought-leader across the institution to set standards in the design and delivery of IT systems and services and in the plans and investments the University will sustain in order to operate with the optimal balance of service to constituents, efficiency, compliance, transparency, and cost-effectiveness. The VCIT leads through vision, collaboration, example, and influence to develop a shared vision for IT programs, priorities, and investments.

Establishing overall direction, vision, and policy for information technology at the University, the VCIT will work closely with colleagues in the Chancellor's cabinet. The VCIT leads the Information Technology Services (ITS) division. ITS designs, builds, operates, and supports technology solutions and services that directly and indirectly support the UCSC community. The ITS Information security team manages cybersecurity risk to systems, people, assets, data, and capabilities.

As both a senior leader of UCSC and a member of UCSC's highly engaged community, the VCIT identifies important business trends and risks for campus consideration and develops, recommends, and implements appropriate campus responses. They participate in various campus bodies, including the Chancellor's Cabinet, providing expertise and thought partnership. They also provide leadership to various governance and advisory groups on behalf of the Chancellor or Campus Provost/Executive Vice Chancellor. In addition, the VCIT serves as the Cybersecurity Responsible Executive for the UCSC campus

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and represents UCSC to the University of California Office of the President in the areas of IT planning, procurement, policy, and integration.

In the wake of a recent reorganization to support the transition to a service-based model, ITS staff work in a structure designed to advance a clear commitment to addressing client needs while gathering together technical staff in support of different aspects of the system and service portfolio to enhance efficiency and effectiveness. The internal teams of ITS are Experience, Information Security, Products and Services, Resource Planning and Management, and Technology Engineering. Major enterprise systems include Banner (financial and student information) and UC Path, the UC-wide human-resources and payroll platform.

With 200 employees and an annual operating budget of $40M, ITS maintains close working relationships with several distributed IT support services and business analysts across campus as well as with the Academic Senate [Committee on Information Technology](). Other academic and administrative units at UCSC spend an additional $14M per year on IT in coordination with ITS.

Core Responsibilities

Strategy and Leadership:

- Develop and maintain a multi-year strategic plan for the University's technology investments that address opportunities and challenges and determine future directions consistent with the University's mission. Operationalize those plans in programs and services, measuring and reporting on progress towards goals and performance against clear standards
- Serve as a senior advisor to the Chancellor on a wide range of issues including long-range planning and development of administrative programs, organizations, and structures that support the education, research, and public-service mission of the University and on a range of matters related to cybersecurity and data privacy
- Maintain close working relationships with and seek input from UCSC stakeholders – faculty, staff, students, and academic and administrative leaders – to understand, shape, and support their information-technology needs
- Continue to refine an IT governance program for UCSC that aligns stakeholders in a strategic approach to investing in information technology that responsibly stewards the University's resources while advancing its mission
- Represent UCSC at the University of California Information Technology Leadership Council meetings and other System-wide committees on information technology services policy and direction
- Maximize University of California Office of the President (UCOP) support for campus initiatives and programs and assist in coordinating shared services across the University of California system
- Represent the campus to government, professional, higher-education, and community organizations dealing with technology services, programs, and policies

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Services and Operations:

- Support unified campus technology systems including academic and administrative solutions, campus networks, data centers, identity, and access management, and cybersecurity
- Maintain enterprise data management systems including but not limited to financial, human resources, and student information systems; develop a long-term plan for their upgrade and/or replacement
- Maintain an appropriate and comprehensive security program to protect information integrity and privacy; ensure the implementation of campus-specific and system-wide security standards
- Provide the data, technology, and cybersecurity support services necessary for teaching, learning, working, and research
- Assist and advise campus units in the selection and acquisition of information technology products and services
- Develop and maintain policies, procedures, programs, and standards that advance and support the academic and research goals of the University
- Identify and pursue opportunities for extramural funding for computing and networking resources that will strengthen support for research and scholarship

Division Management:

- Oversee the ITS division's operating budget, allocating resources to maximize its contribution to the University's mission; monitor financial and programmatic results through periodic program and financial reports
- Continue to refine the ITS financial model to maximize the organization's value proposition, enable predictable long-term funding, and provide transparency to stakeholders
- Ensure that the IT division staff are challenged and rewarded and that they excel in a dynamic team environment that provides professional development opportunities, inspires individual and collective excellence, and sustains clear measures of performance and accountability
- Clarify and socialize the division's value to campus constituents

Community Engagement:

- Represent the ITS division in consultation with various campus constituencies and committees, and work constructively with the Academic Senate and other shared-governance groups
- Continue to strengthen the partnership and coordination of services between central and distributed IT units
- Develop and maintain strong relationships with the information technology industry and key vendors of products and services to secure optimal support and pricing

Qualifications

UCSC's new Vice Chancellor for Information Technology will immerse themselves in a rich, complex, highly engaged academic community. They will bring many skills, attributes, and competencies to this community, chief among them domain expertise, leadership ability, and a set of values and behaviors that include empathy, judgment, integrity, perspective, and a commitment to diversity, equity, and inclusion. They will bring knowledge of the established and emerging technologies relevant to the work of a top-tier

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research university balanced with the experience and ability to think institutionally and make judicious and sustainable investments. They will have the ability to understand and support the mission, goals, objectives, and stakeholders of a R1-research university and to advise peers at the executive level on how information technology can best support and enhance teaching, research, and academic-support operations.

UCSC leaders have identified a set of required and preferred qualifications.

Required:

- An earned baccalaureate or equivalent degree in information technology or related field
- Leadership and management experience in information technology
- An understanding of the goals and values of a complex, mission-driven enterprise and of how information-technology investments and services advance the organization's objectives
- Demonstrated excellence in managing, organizing, and supervising to meet goals
- Knowledge and understanding of budgeting, financial control, and fiscal accountability
- Experience working with complex policies and procedures to initiate and execute new contracts and service level agreements with various individuals and agencies
- Experience defining and delivering information technology services
- Excellent interpersonal skills and effective written and oral communication; ability to communicate with constituents across all levels of the organization as well as with internal and external stakeholders
- Demonstrated ability to lead effectively in a diverse, mission-driven environment with a variety of different constituencies
- Ability to analyze and understand the impacts of policies and programs on diverse communities

Preferred:

- Advanced degree in information technology or a related field
- Executive level leadership experience
- Experience with the development of external resources such as grants, gifts, or contracts

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UCSC has retained Opus Partners (www.opuspartners.net) to support this recruitment. Craig Smith, Partner, Katie Dean, Associate Partner, and Abigail Maynard, Associate are leading the search. Confidential inquiries, applications, and nominations should be sent by email to Abigail Maynard (abigail.maynard@opuspartners.net).

An application should include a resume, cover letter, and Statement of Contributions to Diversity, Equity, & Inclusion. Letters can highlight leadership experience, professional motivations, answer questions you might anticipate regarding your materials, or note an accomplishment that may not be evident on a resume or CV. UCSC values diversity, equity, and inclusion and will seek a leader who is committed to promoting these values throughout the organization. We encourage candidates, in a Statement of Contributions to Diversity, Equity & Inclusion, to address how they might promote these values as the

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VCIT and to highlight past professional support of initiatives designed to remove barriers and to increase participation by groups historically under-represented in the IT profession.

The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, or protected veteran status. UC Santa Cruz is committed to excellence through diversity and strives to establish a climate that welcomes, celebrates, and promotes respect for the contributions of all students and employees. Inquiries regarding the University's equal employment opportunity policies may be directed to: Office for Diversity, Equity, and Inclusion at the University of California, Santa Cruz, CA 95064; (831) 459-3676.