

UC San Diego

Vice Chancellor for Finance and Administration

The [University of California San Diego](#) welcomes applications and nominations for the position of Vice Chancellor for Finance and Administration (VCFA). The VCFA provides leadership and direction for the development and financing of the UC San Diego enterprise and the education, research, health, and service missions UC San Diego advances. The role entails responsibility for strategic financial planning and management, budget development, real estate, capital finance, and self-supporting revenue areas including housing and dining, procurement and supply chain, human resources, and information technology. Reporting to Chancellor Pradeep K. Khosla and serving as the university's chief financial officer, the VCFA is among the most impactful leaders of this dynamic, innovative institution.

University of California San Diego

UC San Diego is the southernmost campus of the University of California system and is one of its younger campuses, having opened in 1960.

The University's FY2024 audited financial statements report total revenues from all sources of nearly \$9B. Of this, sponsored research revenues constituted over \$1.7B, medical center patient-care revenues constituted over \$3.7B, gifts of approximately \$370M (excluding Foundation), and student tuition and fees constituted \$1.1B. In 2022, UC San Diego concluded its 10-year [Campaign for UC San Diego](#) by raising more than \$3.05B, \$1B more than its original \$2B target. UC San Diego's endowment, partly managed at its [Foundation](#) and partly in the merged endowment pool of the University of California, is approximately \$3B.

Located in La Jolla, a primary residential suburb of San Diego right on the coast of the Pacific Ocean, the campus comprises 2000 acres and, at present, some 900 buildings totaling roughly 25 million square feet. Fall 2024 enrollment hit an all-time high of 45,273, including over 33,000 undergraduates.

UC San Diego is an AAU-member, R1 Research university, and a member of the NCAA Division I. It is a land-grant and sea-grant institution and an emerging Hispanic-Serving Institution. UC San Diego is the largest non-federal employer in San Diego County with nearly 42,000 full- and part-time academic and staff employees. The University comprises [eight undergraduate residential colleges](#) and [twelve undergraduate, graduate, and professional schools](#), including the [Scripps Institution of Oceanography](#).

To cite some examples of independent evaluations of U.S. institutions, the 2025 *U.S. News & World Report* ranks UC San Diego #6 among US public research universities and the Center for World University Rankings (CWUR) named UC San Diego #7 among U.S. public universities. The *U.S. News & World Report* has consistently ranked UC San Diego Health the #1 hospital in San Diego and, for

the second consecutive year, has recognized UC San Diego Health on the “Best Hospitals National Honor Roll”, a distinction awarded to only 22 hospitals nationwide that are recognized for outstanding patient care.

UC San Diego’s undergraduate students begin their academic journey as members of one of its eight residential-college living-learning communities. As they advance their undergraduate education, they may increasingly choose to live on campus: even as its undergraduate enrollment has grown, UC San Diego has built more on-campus student housing than any other US university and is projected to be the single largest on-campus housing provider by Fall 2029. Innovative public-private partnerships have enabled this growth rate – as they have enabled the development of retail, dining, entertainment, and recreational opportunities for the UC San Diego community.

The University comprises four mission-focused operating and organizational entities, each led by a member of the Chancellor’s executive leadership team: the general campus, led by the Executive Vice Chancellor; Health Sciences, comprising the School of Medicine, Herbert Wertheim School of Public Health and Human Longevity Science, and Skaggs School of Pharmacy and their research and education activities, led by the Vice Chancellor for Health Sciences; the Scripps Institution of Oceanography (often referred to as “SIO”), led by the Vice Chancellor for Marine Sciences; and UC San Diego Health, whose chief executive officer reports to both the Chancellor and the VC for Health Sciences.

Additional data-points about UC San Diego are available [here](#).

Position Summary

The Vice Chancellor for Finance and Administration (VCFA) reports to the Chancellor and is part of the Chancellor’s Cabinet and leadership team. The VCFA is the senior executive officer and Chief Financial Officer for all of UC San Diego’s Campus and Health Sciences financial resources. In consultation with the Chancellor, the VCFA creates an integrated multi-year, multi-funds financial plan, embedded in the institutional priorities with a robust reporting environment that will support senior leadership in accomplishing institutional goals.

The VCFA provides strategic and tactical leadership for the institution and advises the Chancellor and the University’s executive leadership team on the accomplishment of strategies and initiatives articulated in the [Strategic Plan](#). The VCFA ensures that the University’s financial, residential, retail, supply chain, and human and IT resources support institutional priorities. The Vice Chancellor is responsible for financial policy development and policy decisions, general programmatic direction for all reporting units in their portfolio, and the establishment of effective working dotted-line relationships with all financial officers across the general campus, Scripps Institution of Oceanography, and UC San Diego Health Sciences. Collaborating widely across UC San Diego, the VCFA develops and implements financial policies, systems, and controls that protect and deploy institutional assets and help the Health Sciences enterprise establish and achieve financial and budgetary goals and objectives. In this regard, the VCFA serves as the overall institutional financial officer.

The Vice Chancellor partners with the academic and administrative leadership of the campus to fulfill UC San Diego's goals, fully understanding and supporting the central role of the academic vision for the institution and implementing business process improvements, information technology infrastructure enhancements, and financial reporting systems that will support effective all-funds planning for the entire enterprise. The Vice Chancellor serves as a key advisor to the Chancellor and exercises the authority of the chief financial officer throughout all aspects of the University's operations.

The VCFA works closely with the Executive Vice Chancellor and the other Vice Chancellors to ensure that the financial and administrative infrastructure of the institution is appropriate to its goals for the 21st century and to provide clear communication that enables the entire leadership team to function more effectively. Sustaining relationships across the campus, the new VCFA will continue the orientation towards innovation and service that characterizes these business units in support of the University's strategic objectives. The VCFA ensures that the financial systems of the institution are transparent, with a comprehensive reporting environment that can provide necessary data for effective decision-making and ensure effective use and understanding of this data throughout the institution.

As CFO for Health Sciences, the Vice Chancellor provides high-level oversight of fund flows between the Health System and the Health Sciences professional schools. With Health Sciences leadership, the VCFA plans, coordinates, and maintains integrated annual and long-range financial plans, analyzes the enterprise's short- and long-term financial position, and makes recommendations regarding the operating model of the professional schools and of operations, institutes, and shared services that report to the Vice Chancellor for Health Sciences.

The VCFA maintains an in-depth knowledge of the changing clinical, education, and research environments and their impact on the campus and Health Sciences enterprise in order to monitor and evaluate the adequacy of existing support services and to ensure the development of financial services, information systems, and physical resources that address the medical center's needs. The VCFA collaborates with the Chief Financial Officer of UC San Diego Health on the management of Health-related financial operations; the leaders work in concert to ensure the overall financial strength of UC San Diego Health and effective stewardship of its resources in the context of the University's long-term fiscal strategy.

In addition to the University's major Vice Chancellor areas, the VCFA has functional responsibility for overall asset and debt strategy and for contributing strategic perspective on campus funding needs to decisions made by the UC San Diego Foundation and its investment committee about the management of endowment and gift assets. The VCFA also engages the investment staff at the UC Office of the President with regards to UC San Diego endowments managed on behalf of the Regents.

Externally, the VCFA interacts regularly with senior officials in the UC Office of the President; the UC Board of Regents; officials at other UC campuses and peer higher-education institutions; federal, state, and local government officials; and members of business, labor, and civic organizations.

Responsibilities and Portfolio

Principal functions, activities, and programs of the VCFA include oversight and executive management of the following [functional areas](#):

- **Budget & Financial Analysis**: Comprised of two units with approximately 23 staff, the Campus Budget Office provides accounting of campus-wide financial planning and accounting of resources and, at the direction of the Chancellor, leads the campus budget planning, allocation and tracking process. Costing Policy & Analysis optimizes indirect rate proposal development, manages campus recharge activity, refines costing practices, and provides consultation services to navigate complex financial and regulatory areas.
- **Treasury**: The Treasury function has three primary functions. It optimizes the deployment of cash and oversees all campus investments. It manages debt in partnership with the Office of the President and ensures that various ratios are met. It acts as an internal bank to offer credit to various operating and academic units.
- **Business & Financial Services**: Led by the Controller, BFS encompasses Internal Controls & Accounting, Sponsored & Non-Sponsored Projects Finance, Student Financial Solutions, Cash & Merchant Services, Accounts Receivable, TritonPay Office, and Financial Reporting & Training. Approximately 100 staff members are in BFS.
- **Human Resources**: Led by the Chief Human Resources Officer, HR services provided by approximately 100 employees include Talent Solutions, People Programs & Rewards, HR Strategy & Policy, Data, Systems & Processes, People Support, Organization Effectiveness, and Strategic Consulting, Assessments & Analytics. The HR office provides services for the general campus and Scripps Institution of Oceanography and works collaboratively with the HR function of UC San Diego Health.
- **Operational Strategic Initiatives**: As part of the VCFA's office, the nine staff in OSI lead efforts to achieve continuous improvement and operational excellence across the entire university. OSI services include strategic consulting, organizational review, and initiative support at UC San Diego and across the UC system.
- **Real Estate**: The RE office's 20 staff plan and manage the university's real property assets, investment properties, and financial resources on behalf of the general campus, Scripps Institution of Oceanography, and UC San Diego Health Sciences/Health System. RE also oversees all retail operations to support the campus vision to be a destination campus. RE is responsible for various public private partnerships and leasing space off-campus on behalf of various UC San Diego operations. UC San Diego's current real estate portfolio comprises approximately 625,000 square feet.
- **Information Technology Services**: With over 400 staff, ITS provides computing support for administrative and academic units at UC San Diego, maintaining an accessible, robust and secure IT infrastructure. ITS provides deep analytical support to various academic and

administrative units. It partners closely with Health IS to drive synergies and ensure complete integration of the respective cybersecurity plans.

- Retail, Residential & Supply Chain Services: RRSS is comprised of Campus Dining & Retail, Catering & Faculty Club services, Conference Services, Housing Facilities & Building Services, Integrated Procure-to-Pay Solutions (IPPS), Mail Services, Residential Services, Child Care Solutions, and the Passport Office. Responsible for campus-wide services for all students, faculty, staff, and visitors with over 1,200 staff employees, 1,200 student employees, and an annual operating budget of \$350 million. RRSS provides housing for over 20,000 and, having already added nearly 9,000 beds in the last decade, is poised to become the largest residential campus in the United States by 2029. IPPS is a large unit in RRSS that manages purchasing, disbursements, travel, mail services, and material distribution across the entire university. Other key units in RRSS are the UC San Diego Bookstore, Triton Print & Digital Media, and the Early Childhood Education Center.
- Health Sciences: Partners with the VC Health Sciences' Finance Office for financial and operational support to the three professional schools (School of Medicine, Skaggs School of Pharmacy & Pharmaceutical Sciences, and Wertheim School of Public Health & Human Longevity Science), to various centers and institutes including the Altman Clinical and Translational Research Institute, the Moores Cancer Center, and the Sanford Institute for Empathy & Compassion, and to various administrative and operational units including four shared services.

Scope and Impact

The VCFA advances six major strategies for the UC San Diego enterprise:

- Financial excellence: Combines strong strategic and decision support to both the Chancellor and the various portfolios with controls and discipline.
- Revenue diversification: Every year, the University faces a similar margin compression: revenues are capped by the tuition freeze and slow progress in State funding is obliterated at each economic downturn; on the other hand, mandated salary increases, and unfunded mandates (fair wage, outsourcing, seismic) create a new deficit of \$20 million. This requires the campus to constantly look for new revenues and to run lean administrative and academic operations. The revenue diversification strategy aimed at subsidizing the teaching mission has entailed a close partnership between the Chancellor, the EVC, the VCFA, and the Academic Senate.
- Operating excellence: Striving for operating excellence without stifling innovation is an ongoing priority. Aspects of operating excellence include IT Services and Cybersecurity, Lean culture, Operational reviews and support to various units, Innovative partnerships with outside entities.
- Destination campus: The light rail connecting the campus to downtown and to the Mexican border has been the catalyst for a two-way transformation. On one hand, UC San Diego is

transforming its isolated La Jolla campus into a vibrant hub that will make it a destination for the community. On the other hand, it is anchoring the University into the community from the Hillcrest Campus to UC San Diego Downtown. These strategies are fully synergistic with the vision of the Health System, increasingly positioned as a destination for complex patients while developing a robust primary and specialty network throughout the County and beyond. Leading or supporting these initiatives is an essential part of the mandate.

- Health Sciences strategic financial oversight: Entails a complex set of initiatives ranging from funds flow optimization to revenue generations and operational efficiencies. It requires the deep engagement of many stakeholders.
- Diverse talent and inclusive excellence: Building a diverse and talented team and creating a culture of inclusion is imperative. Beyond their own organization, the VCFA has an opportunity to support the entire campus by developing policies and building capabilities that foster diversity and inclusion, for instance in the ongoing development of the Human Resources function.

Key Opportunities

- Work closely with the Chancellor and the Chancellor's Cabinet to continue the innovative generation and deployment of resources that has enabled UC San Diego's growth to eminence in the last decade
- Develop the financial framework for the next decade of UC San Diego's success as a world-class research university, premier academic medical center, regional healthcare provider, and destination for residential undergraduate education
- Within this framework, balance growth with careful management of the university's short-term financial position and the implementation of a new activity-based budget model for the campus
- Sponsor and support ongoing investment in innovative services, associated systems, and support infrastructure for UC San Diego, with attention to the recruitment, retention, and development of talented, engaged, high-performing employees
- Continue to innovate in the design, resourcing, and delivery of support services to the campus – procurement and supply chain, on- and off-campus housing and dining services, and technologies that engage, empower, and delight their users
- Represent UC San Diego to the UC Office of the President to meet reporting expectations and to sustain support for innovation and investment

Competencies and Qualifications

Candidates must demonstrate vision, creativity, and collaborative and managerial acumen, along with a strong commitment to UC San Diego's public mission and its record of innovation across its mission areas. Ideal candidates will have substantial financial leadership experience; aptitude and creativity to work within complex financial constraints and a changing regulatory environment; a keen ability to make high-impact business decisions with positive long-term consequences for the university; cultural fluency and relationship skills; and the capacity to exercise leadership at local and system-wide levels.

In order to have a measurable and sustained impact in this role, the VCFA will bring many skills and experiences to UC San Diego. To meet the desired qualifications, they will:

- Be highly mission-oriented, will have a strong orientation to service, and will be both financially savvy and politically astute
- Possess considerable experience as a manager with a lengthy and progressive track record of successful leadership within a complex organization and will need to see financial resources at an institution as the enabler for important institutional priorities, not the end in themselves
- Have an open, accessible, and transparent approach to management along with significant experience in the building of both teams/new organizations and of the capacities of the members of those teams
- Have the subject-matter expertise, credibility, integrity, and confidence to sustain a complex array of relationships and to lead through influence as much as through authority
- Have built and managed organizations with a strong service orientation and will have built collaborative partnerships with leaders across a mission-driven or business enterprise
- Possess strong interpersonal and relationship-building skills, both to work effectively within the various reporting organizations as well as to build trust and confidence with the other members of the leadership team as well as with distributed units across a decentralized organization
- Appreciate the academic endeavor, approach their work with a "people" mindset, and possess exceptional communication/leadership skills
- Have led significant change processes in a complex institution environment; will have the energy and enthusiasm to create culture change while ensuring a stable financial framework for future planning with a vision for systems change, and a strong understanding of the technology tools available to facilitate institutional effectiveness
- Have a bachelor's degree (required); relevant graduate/master's degree (preferred); CPA or CFA designation (preferred)
- Have experience as a financial/administrative leader in a complex higher education institution with a medical school (preferred)
- Have a keen understanding of the issues and challenges facing research universities (preferred)

Candidates with relevant leadership experience outside higher education are encouraged to apply.

To Apply

UC San Diego has retained [Opus Partners](#) to support this recruitment. [Craig Smith](#), Senior Partner, and [Thomas Lapierre](#), Senior Associate, are leading the search. Confidential inquiries, applications, and nominations should be submitted by email to Thomas at thomas.lapierre@opuspartners.net. In order to be considered by the University's search advisory committee, candidates must provide a CV/resume, a letter of introduction that addresses the specific responsibilities, expectations, and qualifications described in this document, and a statement of contributions to diversity, equity, and inclusion. Please consult Opus Partners for more information about the application process.

To foster the best possible working and learning environment, UC San Diego strives to cultivate a rich and diverse environment, inclusive and supportive of all students, faculty, staff and visitors. For more information, please visit [UC San Diego Principles of Community](#).

UC San Diego 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.

For the University of California's Affirmative Action Policy please visit: <https://policy.ucop.edu/doc/4010393/PPSM-20>

For the University of California's Anti-Discrimination Policy, please visit: <https://policy.ucop.edu/doc/1001004/Anti-Discrimination>