



Vice President, National Laboratories
Oakland, CA

The University of California, Office of the President invites nominations and applications for the role of Vice President, National Laboratories (VPNL). Reporting to the President of the University of California, Michael V. Drake, MD, the VPNL is responsible for the [UC National Laboratories division](#) (UCNL) of the University of California Office of the President (UCOP).

University of California National Laboratories

The University of California (UC) provides contract management and oversight of Lawrence Berkeley National Laboratory (LBNL) and ensures UC obligations for the limited liability companies (LLCs) that operate Los Alamos National Laboratory (LANL) and Lawrence Livermore National Laboratory (LLNL). LBNL is managed solely by UC under contract with the U.S. Department of Energy (DOE) Office of Science, with a FY2024 budget of ~\$1.1 billion. LLNL (FY2024 budget \$3+ billion) and LANL (FY2024 budget ~\$5 billion) are under the purview of DOE's National Nuclear Security Administration (NNSA) and managed through Lawrence Livermore National Security, LLC and Triad National Security, LLC, respectively.

The UC considers its role supporting the laboratories' work to be a dimension of its remarkable commitment to public service in the nation's interest. The federal government depends on the laboratories to develop and sustain world-leading expertise and facilities to address the DOE missions of science, security, energy, and the environment. The VPNL leads, directs, and oversees the University's relationships with the three Department of Energy national laboratories, serves as the University's principal liaison to the Department of Energy in all matters of policy, contract management, and accountability for the laboratories, and represents the University's national-laboratory mission area to the UC Board of Regents and to other elements of the University.

UCNL plays a central role in managing the University's prime contract administration and governance at Berkeley Lab and for the University's participation in the governance of LANL and LLNL as a member of the two limited liability companies that manage those labs. For all three national laboratories, the VPNL and their staff ensure that laboratory leadership, the Regents, the Office of the President, UC Vice Chancellors for Research, and the relevant governing boards have the necessary information to effectively advance world-class research in science, technology, and engineering while supporting that research with excellence in operations, business, compliance, and stewardship.

UCNL facilitates access to University faculty, students, and resources, including research and collaboration opportunities as well as business and operations expertise. UCNL's role is essential in keeping UC senior management and governance well-informed regarding performance at the laboratories.

The engagement of UCNL with the laboratories occurs in three primary areas: Science, Technology, and Engineering (ST&E), Operations, and Contract, Business, and Finance.

A central role of UC is to assure the health and vitality of science, technology, and engineering (ST&E) activities and programs at the national laboratories. UCNL works with the senior ST&E leadership of the national laboratories to assure that their program execution meets federal sponsor mission requirements and that an environment of freedom of expression and scientific integrity and excellence is maintained. UCNL also works to ensure recruitment and retention of an accomplished and diverse ST&E workforce and encourages opportunities for mutually beneficial collaborative research programs between UC and the national laboratories. UCNL engages both UC and external ST&E experts to provide peer review of the national laboratories' ST&E performance and advises senior UC management, lab leaders, and the LLC boards of governors on the import of such reviews.

UCNL facilitates the achievement of excellence in the management, productivity and performance of national laboratory operations and assists the labs in the adoption and implementation of appropriate performance-based measurement and continuous improvement processes in the operating areas of the labs. The Operations area includes Environment, Safety and Health (ES&H); Environmental Restoration and Waste Management (ERWM); Information Technology; Nuclear Operations; Project, Facilities, Infrastructure, and Construction Management; and Safeguards and Security.

UCNL is responsible for managing the DOE prime contract for LBNL and for supporting all three national labs in the achievement of cost-effective, efficient, and contract-compliant business and finance systems and assisting the laboratories in the adoption and implementation of appropriate performance-based measurement and continuous improvement processes. The Contract, Business and Finance area encompasses Contract Assurance, Financial Management, Human Resources, Internal Audit, Prime Contract Management (for LBNL), Procurement, Property Management, and Records Management.

Vice President, National Laboratories

The Vice President, National Laboratories (VPNL) serves as the principal point of responsibility and contact between the University and the DOE/NNSA in the management of these laboratories and as the lead executive for UC Office of the President in LLC governance and oversight. The VPNL therefore plays a leadership role in the strategy and operations of each laboratory, as well as in developing plans for the overall laboratory portfolio of the University in its current and possible future elements.

The VPNL is responsible for assuring that the highest standards of quality and integrity are adhered to in the national laboratories' work, in addition to adherence to DOE requirements. The VPNL works closely with the Laboratory Directors, other University leadership, UC Regents, DOE/NNSA, Academic Senate, and other UC advisory bodies to accomplish assigned responsibilities, drive management and operational improvement, and assure excellence in science and technology as

well as mission performance. The Associate Vice President for National Laboratories and a staff of 12 report to this position.

The VPNL is a member of the board of Lawrence Livermore National Security, LLC and of Triad National Security, LLC, the governance entities for LLNL and LANL respectively, and in this capacity contributes significantly to the performance of each lab.

Responsibilities

- Serves as the lead UC Executive for all matters related to the UC-affiliated national laboratories, working in close concert with the President and the lead Regent responsible for national lab matters.
- Builds strong and enduring relationships with key stakeholders at the laboratories, particularly the Laboratory Directors, within UCOP, and across the UC system as well as with the UC Regents, UC Vice Chancellors for Research, the Academic Senate, DOE/NNSA, corporate partners, and others.
- Leads oversight and governance for the UC-affiliated laboratories, assuring excellent performance in science, technology, and engineering, mission execution, and operations, as well as an inclusive and rigorous intellectual environment at the labs; with the Associate Vice President for National Labs, leads a team of dedicated professionals to develop systems and approaches to achieve these objectives.
- Manages relationships with current and prospective partners in lab management contracts
- Advocates for and facilitates strong partnerships and collaborations between the national labs and UC campuses, their medical centers, and the UC Agriculture & Natural Resources enterprise in areas of mutual interest and benefit and seeks opportunities to draw these communities together in synergistic ways.
- Manages the [UC National Laboratory Fees Research Program](#) in conjunction with UCOP's Vice President for Research & Innovation to support research activities across the labs and the UC campuses.
- Ensures that, as needed, appropriate UC expertise and capabilities are brought to bear to achieve the highest performance standards at the labs.
- Serves as the principal point-of-contact and accountability to DOE/NNSA for all contractual and fee-related matters and provides feedback and advice on policy matters related to the national laboratories.
- Engages with UC advisory bodies and committees that provide important feedback on laboratory performance.
- Serves as the public face of UC-affiliated labs in building ongoing partnerships with the surrounding communities as well as the state and federal government and in elevating the profile of UC locally, nationally, and internationally through executive-level stakeholder relations and oversight.
- Drives an operational culture of excellence across the organization that is aligned with the UC mission; establishes and nurtures a positive, can-do, collaborative professional culture and environment for the organization.
- Keeps the President informed about business activities, strategic opportunities and risks, and recommended actions across the UCNL portfolio.
- Supports the workplace environment of UCNL and of the UC labs as equitable, inclusive organizations; advances the University's commitment to equity, diversity, and inclusion in

policies, programs, and practices within the UCNL division and across the UC labs ecosystem.

Qualifications and Competencies

Required

- **5+ Years Leading Complex Organizations:**
Experience managing an organization with multiple stakeholders; a deep grasp of national laboratories, their management, and their roles.
- **Internal Partner Management:**
Demonstrated understanding and experience to engage and interface with the Office of the President, Academic Senate, Board of Regents, Chancellors, and other essential internal partners; the ability to lead via influence and relationship building in an organization with highly skilled and technical employees.
- **External Stakeholder Management:**
The ability to navigate and build top-level relationships across the DOE, NNSA, Office of Science, national labs, lab Boards of Directors, and other external stakeholders; proven ability to engender professional respect and effective working relationships with senior laboratory, NNSA and other DOE personnel, and University faculty and administration.
- **Governance Expertise:**
A record of engaging at governance levels; experience leading with and without authority in organizations with multiple, matrixed lines of authority and accountability and with established expectations of shared governance across constituents.
- **Science, Technology, and Engineering Expertise:**
An outstanding record of accomplishment in a scientific program, engineering, and/or the operational / administrative disciplines related to the mission of labs; an advanced degree.
- **Strategic Growth Experience:**
Tangible evidence of developing and implementing a strategy to grow or significantly evolve a substantial platform or organization, including developing a vision, gaining consensus, developing partnerships, and implementing a feasible plan to achieve strategic goals over time (such experience could include new lab-management bids, broader programmatic offerings between the labs and university campuses, and partnerships with private-sector companies).
- **National Security Mission:**
Ability to secure and maintain a DOE Q-level security clearance, which requires U.S. citizenship.
- **Equity, Diversity, and Inclusion and Organizational Climate**
Experience developing inclusive and equitable work environments in which all employees can develop professionally; evidence of leading, joining, or sponsoring initiatives that advance equity, diversity, and inclusion and align with UC values and commitments in these

areas; an understanding that developing and retaining a diverse workforce is central to the long-term success of any research institution and commitment advance, and champion the advancement of, programs designed to foster diversity, equity, and inclusion at the UC and at the labs.

Preferred

In addition to these required qualifications, the ideal candidate will bring a range of professional and personal attributes that will enhance their success in the role.

- Experience leading major research and development activities for complex enterprises.
- Ability to inspire and influence employees in order to energize and engage the entire organization towards a common goal.
- Decisiveness and action-orientation, driving for results and continuous organizational improvement with a leadership style that inspires operational excellence.
- Ability to serve as an engaging representative of the UC-affiliated laboratories with all stakeholders and translate these relationships into distinct deliverables internally at UC.
- The ability to foster collaboration and teamwork and to model these behaviors for their team and for the labs.
- An empathetic leader with the capacity to shape strategy, help decide strategic priorities for the UC lab enterprise, and communicate a compelling vision to advance a world-class organization.
- A collaborative and influential approach with the ability to be a trusted partner to academic, government, industry, and community and leaders; ability to understand and shape stakeholder needs in order to build deep relationships with partners.
- Originality in thinking and the capability to develop an innovative team that can operate effectively and with agility in the complex DOE environment.
- An orientation towards measurable results against established long- and short-term goals and a commitment to reporting results appropriately to stakeholders and sponsors.
- An earned doctorate or an equivalent terminal degree.
- An entrepreneurial drive to develop innovative solutions to problems at scale.
- Department of Energy SCI-level or equivalent Department of Defense security clearance.
- Specific familiarity with nuclear weapons and/or national security enterprise.
- A resilient, forward-looking, and learning-oriented leader with a broad grasp of the research, development, and national-security contexts in which the UC labs operate and the ability to sustain perspective on opportunities, threats, and crises.
- A record of specific impacts in advancing EDI in organizations and/or professional fields.
- An authentic, adaptable, and trusting executive who can immerse themselves into, engage, and lead in a diverse and highly technical environment, fostering collaboration and teamwork while modeling these behaviors for their team and for the labs.

About the University of California System

In the over 150 years since its founding, the [University of California](#) has evolved into the world's preeminent public university system, with an annual operating budget of more than \$47.1 billion. The UC comprises 10 campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara, which collectively enroll more than 290,000 students. In

addition to the three national laboratories, the UC operates six academic health systems. Together, the UC System's institutions employ more than 240,000 faculty and staff and are supported by more than two million living alumni working around the world. Over half a million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout the state. In 2023 UC generated about \$82 billion in economic activity in California and contributed about \$55.8 billion to the gross state product.

Two major features in the historical development of the University of California distinguish it from other major public research universities in the U.S. The first is the University's unusual status as a constitutionally designated public trust—a designation shared by only five other major public universities. Governed by a 26-member Board, UC is designated as the State's primary academic research institution and provides undergraduate, graduate, and professional education. UC is given nearly exclusive jurisdiction in California-wide public higher education for doctoral degrees and for instruction in law, medicine, dentistry, and veterinary medicine, positioning it as the State's public research University. The second point of distinction is the University of California's tradition of shared governance: the concept that faculty should share in the responsibility for guiding the operation and management of the University, while preserving the authority of the University's governing board, the Regents, to ultimately set policy. This tradition of shared governance is also deeply held by students and staff across the system. For more information, visit [UC Mission](#).

Equity, diversity, and inclusion are key components of the University of California's commitment to excellence and integral to enhancing the ability of the University to accomplish its academic mission. The University makes higher education available to all California residents who qualify for admission, and fulfilling that purpose requires that it cultivate a community reflective of the richness and diversity of the state. Everyone in the university community has the right to work and study in an inclusive environment, one that respects the diversity of all its members. Moreover, the academic excellence of UC rests on its ability to engage a plurality of ideas and perspectives. For more information about the University's commitment to and programs in diversity, equity, and inclusion, visit: [Diversity at the University of California](#) and [Regents Policy 4400: Policy on University of California Diversity Statement](#).

Shared Governance in the University of California

Board of Regents

The University of California is governed by the 26-member [Board of Regents](#), which exercises approval over University policies, financial affairs, tuition, and fees with the authority to delegate powers as it determines to be in the best interest of the University. Regents, appointed by the Governor, serve 12-year terms.

The Board appoints the University President and its [Principal Officers](#). The Board also appoints one student member for a one-year term. The Board includes seven ex-officio members, including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, President and Vice President of the Alumni Associations of UC, and the President of the University. In addition, two faculty members – the chair and vice chair of the systemwide Academic Senate – sit on the Board as non-voting members. It is the responsibility of the Board to set policy and the responsibility of the University administration to implement and carry out policy, which includes

responsibility for the day-to-day operations of the University. The Regents recognize that faculty participation in the shared governance of the University of California through the agency of the Academic Senate ensures the quality of instruction, research, and public service at the University. The Academic Senate performs duties as the Board may direct and exercises powers as the Board may confer upon it.

President Michael V. Drake, M.D., and UC Office of the President

The [University of California Office of the President](#) (UCOP) is the systemwide headquarters of the University of California, managing its fiscal, business, and legislative operations and supporting the academic and research missions across its campuses, labs, and medical centers.

The President is the executive head of the University and has full authority and responsibility over the administration of all affairs and operations of the University, except those activities within the responsibility of the principal officers. The President supports the academic and research missions across 10 campuses, six academic health centers, three affiliated national laboratories, over 290,000 students, and 230,000 faculty and staff. The President sets the University's direction, goals, and strategy. The President implements the policies and objectives of the Board of Regents and keeps the Board informed of all significant developments affecting the University.

In August 2020, Dr. Michael V. Drake assumed the role of the 21st president of the University of California. President Drake brought a wealth of executive leadership experience, having previously served as the president of The Ohio State University, the chancellor of UC Irvine and the UC systemwide vice president for health affairs. Additionally, he spent over 25 years on the faculty at the UC San Francisco School of Medicine. President Drake's extensive contributions to higher education include national leadership roles and numerous publications. Under his guidance, the UC system has navigated challenges such as the COVID-19 pandemic, implementing vital public health measures. President Drake has also championed initiatives promoting access, affordability, and academic excellence, as well as diversity, equity, and inclusion efforts. Notably, he secured a multiyear Tuition Stability Plan and expanded financial aid offerings, emphasizing a commitment to a debt-free UC education. Additionally, he played a key role in achieving greater state funding stability, with a five-year funding compact with California Governor Gavin Newsom and substantial allocations for addressing global challenges like climate change.

For more information, visit [Presidential Priorities Plan](#) and [Biography of President Drake](#).

Academic Senate

Shared governance among the Board of Regents, the President and his administration, and the [Systemwide Academic Senate](#) is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence. The faculty, through the Academic Senate, advises the Board of Regents and the administration on the development of policies and procedures that will enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight. The relationship between the Academic Senate and the administration, both Systemwide and on the campuses, is a partnership

that brings faculty into decision making processes at the formulation stage. The structure of the Academic Senate and the identity of its principal standing committees evolve from the authorities and responsibilities delegated to the Senate by the Board of Regents. The Systemwide Academic Senate's [Academic Council Special Committee on Lab Issues](#) (ASCOLI) is the primary touchpoint for UCNL. The organizational structure of the divisional senate on each of the campuses generally parallels the organization of the systemwide Senate.

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The University of California has retained [Opus Partners](#) to conduct the search for the new Vice President, National Laboratories. Craig Smith, Senior Partner, Ann K. Adams, Associate Partner, and Marisea Rivera, Senior Associate, are supporting the President's search committee. Please contact Opus Partners via vpnl2024@opuspartners.net to learn more about the opportunity, to provide a nomination, or to apply. Required application materials include a CV or resume and a letter of interest. The letter should reflect how a candidate's qualifications and experience match those described in this leadership profile. Candidates invited to interview with the Search Committee will in addition provide a statement describing their contributions to equity, diversity, and inclusion. [Apply here.](#)

The University of California, UC Office of the President is required to provide a reasonable estimate of the compensation range for this role. This range accounts for the wide range of factors that are considered in making compensation decisions including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience. The budgeted salary range that the University reasonably expects to pay for this position is \$402,400 to \$439,800. [UC offers excellent benefits](#), including medical, dental, vision and retirement plans as well as moving, relocation, and housing assistance.

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. For the University of California's complete nondiscrimination and affirmative action policy, please visit this website: [University of California Policy on Discrimination, Harassment, and Affirmative Action in the Workplace.](#)