UC SANTA CRUZ

Associate Vice Chancellor of Research Computing

The University of California Santa Cruz (UCSC), an R1-research university and member of the American Association of Universities, invites nominations and applications for the role of Associate Vice Chancellor of Research Computing.

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 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.

UC Santa Cruz is a member of the Association of American Universities, along with being a Hispanic-Serving Institution and an Asian American and Native American Pacific Islander-Serving Institution, and is committed to social justice and environmental stewardship, values that are practiced through research, scholarship, and campus life. With 10 residential colleges, UCSC combines the intimacy of a small, liberal arts college with the depth and rigor of a major research university.

Twelve UCSC faculty members are members of the National Academy of Sciences, 25 are members of the American Academy of Arts and Sciences, 36 have been elected as fellows of the American Association for the Advancement of Science, and one 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 FY2023 research expenditures surpassed $235M. The NIH is the largest single source of funding, accounting for 38% of total funding (combining direct and indirect); the NSF is the second-largest source, with

15%, and DOD the third largest, with approximately 5% of funding. Sponsored research funding from the State of California generated 9% of total expenditures. Among the University's academic divisions, Physical & Biological Sciences (PBSci) and the Baskin School of Engineering together generated two-thirds of total research funding.

The University's projected FY2024 operating revenue was projected to be $940M.

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, and 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.

Department Overview

[Information Technology Services]() (ITS) is the campus' centralized resource to support and amplify research, instruction, learning, and digital experiences at UC Santa Cruz. ITS is a group of over 240 diverse, enthusiastic people who produce extraordinary results. The guiding principles of ITS are integrity, client focus, teamwork, knowledge, and fulfillment. ITS attracts and retains staff who are deeply curious, hard-working, resourceful, kind, and committed to inclusion. ITS's cybersecurity function engages the specific needs of the campus while also working with the UC Office of the President to align with UC-wide policies and standards.

The [Office of Research]() (OR) has primary responsibility for research policy, planning and administration of the UC Santa Cruz Research enterprise. The Office of Research supports the research community through five units: the Office of Sponsored Projects, Research Development, the Office of Research Compliance Administration, the Innovation & Business Engagement HUB and the Office of Research Business & Operations.

Position Summary

The Associate Vice Chancellor (AVC) of Research Computing is a key leadership role responsible for driving the strategic vision and oversight of research computing initiatives at the University of California Santa Cruz. This position plays a pivotal role in advancing the university's research capabilities by leveraging cutting-edge computing technologies, data analytics, and information management systems. The incumbent will collaborate with faculty, researchers, and administrators to enhance the university's research computing infrastructure, ensuring it aligns with academic goals and contributes to the overall advancement of knowledge.

Reporting to the Vice Chancellor of Information Technology and taking direction from the Vice Chancellor of Research, the AVC of Research Computing will work closely with their organizational

peers and associated teams to build cross-functional teams focused on meeting the current and evolving needs of the UCSC research community. The AVC of Research Computing will also partner with leadership in UCSC institutes and organizations to facilitate cutting-edge advances in research. These teams offer the individual the opportunity to participate in and direct the development of advanced research information technology solutions.

UCSC also has departmentally based ITS teams that provide specialized support to our research community. The AVC of Research Computing will serve as the key individual to develop collaborative relationships, processes, and services that appropriately enable that community to execute its mission while keeping UCSC's IT environment secure and sufficiently cost-effective. Establishing the IT services and computing architecture that meets these goals are central to the AVC of Research Computing role. To do so, the AVC of Research Computing needs to be aware of and respond to newly emerging national initiatives that need a computational platform, such as "digital twins," functional genomics, and AI.

The AVC of Research Computing will lead the ITS Research IT Group, currently made up of four staff members. Two departmentally based ITS teams, PBSci and Engineering, will be centralized under the AVC of Research Computing. These groups consist of 21 staff. The AVC of Research Computing will have three direct reports, with 25 staff total. Research Computing at UC Santa Cruz is centrally funded.

Finally, the AVC of Research Computing will participate in IT Governance structures such as the Research Computing and Data Infrastructure Committee, the IT Systems and Data Governance Committee, the Academic Senate's Committees on Information Technology and Research, and the University of California system-wide IT committees, such as the Research IT Committee.

Core Responsibilities

Strategic and Operational Leadership
- Oversee the development and implementation of a comprehensive strategic vision for research computing that aligns with the university's research and academic objectives.
- Collaborate with university leadership to integrate research computing initiatives into the broader institutional strategy.
- Establish and evolve new ways of working together that enable the research community and advance a cohesive information technology strategy for UCSC.
- Oversee the design, implementation, and maintenance of advanced research computing infrastructure and associated services, including high-performance computing (HPC), data storage, and networking resources.
- Lead and direct the activities of the research IT organization.
- Provide secure and cost-effective solutions for the UCSC research community that meets Faculty needs.
- Execute broad decisions over data, analytics, and computing services for the research community.
- Work closely with partners in ITS to appropriately make data available to researchers in a secure, timely, and cost-effective manner.

- Ensure reliability and security for research administrative systems, research computing platforms, and third-party services supporting the research community. This includes ensuring cybersecurity measures are implemented and maintained throughout the research community with direction from the Chief Information Security Officer and in coordination with the overall security strategy for UCSC.
- Stays abreast of emerging technologies and industry trends to ensure the university's research computing capabilities are cutting-edge.
- Maintain deep knowledge of emerging trends, conduct pilot deployments of new services, and seek ongoing feedback to improve existing services.

Internal and External Leadership
- Ensure the development of highly skilled staff to support strategic business outcomes and operational service delivery. Provide guidance and direction for the achievement of objectives, including hiring, professional development, retention, and succession planning, to create high-performing teams. Develop and coach teams on effective feedback and development tools through talent processes including goal setting and evaluation processes.
- Lead and participate in team building for the ITS Division. Define principles of community for large, and diverse technical teams. Oversee organizational structures, processes, and culture for the effective delivery of IT operations.
- Serve as a member of the ITS leadership team to collaborate on divisional vision, strategy, goals, operations, and staff and leadership development. Contribute to strategic planning and execution for the division. Create and execute strategic plans, set tactical goals, and monitor metrics and KPIs for the ITS unit(s), based on rotational oversight.
- Build and maintain strategic partnerships with organizations that bring value to ITS.
- Engage in ongoing organizational development to drive effectiveness, problem-solving, and performance by aligning strategy, people, and processes.
- Develop collaborative relationships with campus stakeholders, other institutions of higher education, and IT organizations. Participate and contribute to relevant communities of practice.

Collaboration and Engagement
- Serve as liaison and evangelist for research computing across the UCSC campus, including colleges, institutes, centers, and programs.
- Create strong relationships with academic leadership, administrative leadership, and the Office of Research.
- Foster collaborative relationships with faculty, researchers, and external partners to understand their computing needs and facilitate the integration of research computing into academic endeavors.
- Work closely with academic departments to identify opportunities for interdisciplinary research that benefits from advanced computing resources.
- Ensure effective communications to and from the research community to ensure available IT services are widely known and understood and that they can be accessed and provisioned efficiently and cost-effectively to simplify and incentivize the use of these services.

Resource Allocation and Funding
- Create and maintain financially viable and sustainable models for service and varying levels/methods of infrastructure use.
- Create and manage the budget for research computing infrastructure and services.
- Advocate for appropriate investments in information technology capabilities to meet the needs of the research community.
- In collaboration with ITS Finance, develop and implement resource allocation strategies, including securing external funding, grants, and partnerships to support research computing initiatives and infrastructure.
- Collaborate with university administration to create and manage budgets for research computing infrastructure and services.

Policy Development and Compliance
- Develop and enforce policies related to research computing, ensuring compliance with relevant laws, regulations, and granting agency requirements.
- Provide guidance on data management and security practices to safeguard research data.

Training and Support
- Implement training programs and support services to enhance the digital literacy of faculty, researchers, and students using research computing resources.
- Work with academic units to integrate computational and data science into the curriculum.

Competencies and Qualifications

UCSC leaders have identified a set of required and preferred knowledge, skills, and abilities for this position.

Required KSAs

- An earned baccalaureate or equivalent degree(s) in a relevant field
- Senior management experience in a large, complex research environment
- Experience developing and managing computational research and data-science solutions that can support and advance a diverse, large-scale research enterprise for the next decade
- Demonstrated experience defining, developing, and supporting the information technology solutions and services relevant to large-scale, multi-disciplinary, university-based research
- Experience leading large change management projects and the ability to obtain buy-in and active participation from stakeholders across the organization
- Proven ability to lead people, continuously evolve, and improve the relationship, services, and culture between a central IT organization and the end-user community
- Exceptional interpersonal skills with the ability to build inter-organizational and intra-organizational relationships across complex organizational boundaries to support the IT needs of the research community
- Proven ability to establish priorities and achieve results in a multi-purpose, multi-unit, multi-site system through shared governance and a service-orientated approach

- Excellent written- and verbal-communication skills and experience presenting to executive leaders and large, diverse audiences
- Leadership skills as evidenced by the ability to articulate a broad vision of the future of the organization, the ability to persuade, diplomacy in the presentation of ideas and initiatives, and sensitivity to the values and expectations of all constituents
- Proven critical thinking abilities and problem-solving skills
- Proven ability to work in a matrixed environment and to manage and affect change in a large, diverse organization through cultural competence and emotional maturity
- Ability to pursue and adopt UCSC's principles of community and inclusion (https://www.ucsc.edu/about/principles-community.html - diverse, open, purposeful, caring, just, disciplined, celebrative; to align policies, practices, services, and behaviors with these principles; and to lead subordinates in doing the same
- Familiarity with data-security standards of the major federal research agencies
- Engagement in national professional associations and communities of practice and demonstrated record of bringing value from those engagement into a team and a user community

Preferred KSAs

- Advanced degree in an academic field represented at UCSC
- Experience as a researcher in an academic field represented at UCSC
- Broad knowledge of research activities and the challenges facing the research mission of a large (R1 Carnegie-classification) research university, including regulatory policies such as those governing data security
- Extensive experience in a data-science, research computing, computer science, or related computational or basic-science research fields.

To Apply

UCSC has retained Opus Partners to support this recruitment. Craig Smith, Partner, and Thomas Lapierre, Senior Associate are leading the search. Confidential inquiries, applications, and nominations should be sent by email to Thomas Lapierre (thomas.lapierre@opuspartners.net).

An application must 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.

The anticipated and budgeted hiring salary range is between $184,000 and $215,000.

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UCSC values diversity, equity, and inclusion and will seek a leader who is committed to promoting these values throughout the organization. The Statement of Contributions to Diversity, Equity & Inclusion should address how you might promote these values as Associate Vice Chancellor of

Research Computing and highlight past professional support of initiatives designed to remove barriers and to increase participation by groups historically under-represented in cabinet-level roles.

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: UCSC Equal Employment Opportunity webpage (https://equity.ucsc.edu/eeoaa/equal-employment-opportunity/index.html).