



University of California
San Francisco

Search for the Chief Campus Counsel and Vice Chancellor – Legal Affairs
University of California San Francisco
San Francisco, California

The University of California, San Francisco (UCSF), a leading health science campus and health system, invites inquiries, nominations, and applications for the position of Chief Campus Counsel and Vice Chancellor – Legal Affairs.

The Chief Campus Counsel and Vice Chancellor – Legal Affairs (CCC/VC) will serve as the lead counsel for UCSF and as a proactive, strategic, and collaborative partner to the Chancellor's cabinet in navigating the daily operational and legal matters of the institution. The CCC/VC will direct the Office of Legal Affairs and ensure the office is prepared to provide excellent, responsive legal services and work in support of the university's ambitious goals. Beyond the UCSF campus and health system, the CCC/VC will engage with counsel at the other UC campuses and work with UC Legal – Office of General Counsel in Oakland to collaborate on wider system matters in support of UCSF and the University of California's overall mission and values.

UCSF and UCSF Health are among the best in the world, combining one of the leading centers of biomedical research, health professions education, graduate and postdoctoral training, and an internationally renowned academic medical center known for providing highly specialized and innovative care. UCSF is known for a culture of collaboration where faculty and staff work together to advance patient care, lead innovative curricula in the health professions, and translate new discoveries into treatments that have, on multiple occasions, changed the practice of medicine. As the only University of California campus dedicated solely to the health sciences, UCSF has developed a reputation for excellence in teaching, robust integrated clinical practice, and groundbreaking research. UCSF is first among public institutions nationwide in research support from the NIH, garnering a total of \$789 million in 2023. Its four professional schools—the School of Dentistry, School of Medicine, School of Nursing, and School of Pharmacy— all ranked in the top three in NIH funding in their respective fields. Additionally, the School of Medicine, School of Nursing, School of Pharmacy, and the Graduate Division consistently rank among the top ten nationally by *U.S. News & World Report* and other national and international ranking organizations. With more than 1,700 clinical trials each year, UCSF Health is also at the forefront of offering patients the latest therapies, led by clinician-researchers who are committed to providing the most advanced care in their fields. For more information about UCSF and the University of California System, please see Appendix 1.

The incoming CCC/VC will be charged with supporting the overall well-being of the institution from a legal standpoint to ensure the continued success of the university on all fronts. To be successful in this role, the CCC/VC will address the following opportunities and challenges:

- Provide UCSF leadership with legal counsel and serve as a trusted thought partner to the Chancellor and serve as a member of the Chancellor's Executive Team and Chancellor's Cabinet
- Lead the Office of Legal Affairs and provide guidance and oversight for its staff
- Ensure the Office of Legal Affairs provides direct, competent, and timely legal services for all units at UCSF, inclusive of the campus and the health system
- Partner closely with UC Legal – Office of the General Counsel

UCSF has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. A list of the qualifications and characteristics desired, as well as instructions for submitting applications and inquiries, can be found at the conclusion of this document.

Role of the Chief Campus Counsel and Vice Chancellor – Legal Affairs

Reporting jointly to the UCSF Chancellor and the UC General Counsel, the Chief Campus Counsel will lead the Office of Legal Affairs and serve as a member of the UCSF Chancellor's Cabinet and the Chancellor's Executive Team. The CCC/VC is responsible for a wide range of legal, regulatory, policy, and governance issues that may arise, either by providing advice directly in consultation with other UC attorneys or by engaging the services of outside counsel. The UCSF Office of Legal Affairs spends an average of more than \$12.5 million per year on outside counsel. Bringing broad legal expertise, the CCC/VC provides advice to the Chancellor on a variety of legal questions associated with the administration, management, and operation of the campus.

The CCC/VC is also a member of the UC Legal office in Oakland and serves as the principal conduit for engaging legal expertise from members of that office. All UC campuses benefit from access to and assistance from the team in Oakland for legal subject matter expertise. In addition, as a member of the UC Legal systemwide leadership team, the CCC/VC is responsible for assisting in the development of strategies that accomplish and protect the interest of the University and contribute to the oversight of the systemwide legal function.

About the UCSF Office of Legal Affairs

The UCSF Office of Legal Affairs provides legal services, including advice, consultation, and coordination on the full range of legal issues affecting the campus and health system. Specifically, the UCSF Office of Legal Affairs provides legal advice to the Chancellor, campus, and health system on applicable laws and regulations, institutional policy, decision-making, and legal problem-solving. The UCSF Office of Legal

Affairs additionally provides legal services that include advice, consultation, and coordination on the full range of legal issues affecting the health system and medical centers.

The UCSF Office of Legal Affairs includes, in addition to the Chief Campus Counsel, a Deputy Campus Counsel and Chief Adviser for UCSF Resiliency Strategy, a Chief Health Counsel, two Principal Campus Counselors, a Principal Counsel for Healthcare Transactions and Strategy, a Senior Health Sciences Counsel, and four experienced legal administrative professionals.

Given the breadth of this important work, the Office of Legal Affairs is supported by external law firms with expertise in particular areas of the law. The Chief Campus Counsel is responsible for securing and overseeing additional legal services for the University and managing the ongoing relationships as needs arise. In doing so, they will ensure the effective and efficient use of outside counsel to both provide specialized advice and increased bandwidth.

To learn more about the UCSF Office of Legal Affairs, please visit <https://legal.ucsf.edu/>

UC Office of the President: UC Legal – Office of the General Counsel

UC Legal is a service unit within the Office of the President dedicated to helping the various components of the UC System conduct their business effectively and in accordance with legal and policy requirements. They serve not just as experts on those requirements but as problem-solvers committed to helping resolve issues in a practical, timely, and efficient manner. UC Legal is organized into four sections of subject-matter experts:

1. Litigation & Capital Strategies
2. Business, Finance & Innovation
3. Education Affairs, Employment & Governance
4. Health Affairs & Technology Law

Campus and medical center-based attorneys provide advice and counsel to senior management and others on the campuses and at the Medical Centers on a broad range of legal issues, working as needed in coordination with Oakland-based UC Legal attorneys.

UC Legal, led by Charles Robinson, General Counsel and Senior Vice President – Legal Affairs, is now the equivalent of a medium-sized law firm providing a full range of legal services to the entire University of California. It is staffed by 64 attorneys and approximately 49 additional attorneys at the campuses and medical center locations.

To learn more about UC Legal, please visit <https://www.ucop.edu/uc-legal/index.html>

Key Opportunities and Challenges for the Chief Campus Counsel and Vice Chancellor – Legal Affairs

Provide UCSF leadership with legal counsel and serve as a trusted thought partner to the Chancellor and serve as a member of the Chancellor's Executive Team and Chancellor's Cabinet

The CCC/VC is a key senior advisor and thought partner for the UCSF leadership team, providing input on a range of strategic and operational issues, with a particular focus on institutional policy and decision-making that requires a legal perspective. The CCC/VC has responsibility for all legal matters pertaining to the University and is responsible for the representation of the University in all legal proceedings. UCSF's success in education, research, clinical and patient care, and community engagement, among many other areas, is driven by the ambitious, innovative, entrepreneurial spirit of its faculty, staff, and students. The CCC/VC must be a good listener and creative problem-solver, able to work collaboratively with the Chancellor and other senior leaders at UCSF to provide legally informed guidance and counsel – advising on legal risk, ensuring compliance, and supporting continued excellence for the UCSF in its many endeavors. As a strategic leader, the CCC/VC will bring a mindset to help the University find solutions that support and enable key initiatives.

Lead the UCSF Office of Legal Affairs and provide guidance and oversight for its staff

The CCC/VC is responsible for recruiting, retaining, and supporting the team within the UCSF Office of Legal Affairs. In doing so, they will ensure the office is equipped with the knowledge necessary to support a wide range of matters and constituents, ensuring alignment of the needs of the campus with the expertise of the office. Furthermore, the CCC/VC must lead with an inspiring and collaborative management style with the goal of developing, empowering, and mentoring a diverse and high-performing legal team. Given the vast scope of work that touches the Office of Legal Affairs, the CCC/VC will be a strong communicator and listener with the innate ability to delegate appropriately so all staff can work effectively in support of the mission of UCSF. The CCC/VC will lead the office's day-to-day operations to ensure accurate and timely responses to the campus community. Overall, the CCC/VC will be a steady leader and advocate for the office, intentionally investing in its personnel and operations to ensure it is poised to meet the campus's needs.

Ensure the Office of Campus Counsel provides direct, competent, and timely legal services for all units at UCSF

Given the reach of the UCSF campus and health system, the CCC/VC will be expected to provide sound advice and solutions on a range of topics and mission-critical matters – including clinical risk management, labor and employee relations, medical staff issues, intellectual property, student conduct, and mergers and acquisitions. The CCC/VC must be able to come up to speed on complex and diverse issues quickly, weighing in on the legal parameters but also helping to consider the broader context. To do so effectively, the incoming CCC/VC will leverage their own expertise and that within the Office of Legal Affairs and UC Legal in Oakland to provide timely and effective legal services to the University community. When

appropriate, the CCC/VC will engage outside counsel to supplement the expertise within the Office of Legal Affairs. The CCC/VC must be skilled in adversity leadership and crisis management, including excellent judgment, unshakeable ethics, spot-on risk evaluation, unflappable judgment, and an even-keeled nature. The CCC/VC will be a champion of the highest ethical standards and integrity in the context of a large and complex organization.

Partner closely with UC Legal – Office of the General Counsel

The CCC/VC will serve on the leadership team of UC Legal, advising the General Counsel on the legal needs arising at UCSF and assisting the General Counsel in advocating and representing the interests of the UC Regents, working collaboratively with counsel on other campuses and in the central office in Oakland. While the CCC/VC will stand as the primary decision-maker for UCSF's legal matters, UC Legal will serve as a hub of knowledge and resources available for all UC counsel. In addition, the CCC/VC will partner closely with the General Counsel and colleagues on other campuses to respond to system-wide issues and initiatives. In balancing the needs of the campus and the needs of the system, the CCC/VC must be politically savvy and possess the ability to work within a complex and matrixed environment.

Qualifications and Characteristics

A Juris Doctorate degree from an accredited law school is required, and admission to the State Bar of California is preferred. Additionally, the successful candidate for the role will also possess many of the following characteristics:

- Administrative and managerial experience sufficient to provide outstanding leadership for a team of professionals.
- Capacity to navigate effectively within a complex, highly matrixed, and collaborative governance structure.
- University or academic health system experience and knowledge of federal, state, and UC policies and procedures, including legal areas related to the UC System, including but not limited to union/labor issues, regulatory compliance, negotiations and contract disputes, copyright, institutional governance, academic freedom, civil rights, environmental issues, and other areas.
- The capacity to quickly acquire a thorough understanding of the UC System and the legal challenges facing UCSF as a major public university.
- Clarity of thought, the ability to make sound decisions based on facts, and the ability to provide good legal advice will be paramount.
- The ability to build, lead, support, and retain a team with passion and inspiration while aligning the team with the strategic goals of a larger organization.
- A sense of diplomacy, with the ability to de-escalate conflict and remain calm under pressure.
- An ability to delegate responsibly and proactively, with the ability to draw upon the expertise of others when appropriate.

- A demonstrated passion for public service and for the tremendous positive contribution public higher education provides to our civil society.
- Good listening skills with the ability to integrate information from diverse sources and articulate well-reasoned legal decisions; the sensitivity to serve as a sounding board, counselor, and task-force organizer.
- A clear sense of integrity, ethics, and commitment to the highest standards of accountability.
- Excellent interpersonal, verbal, and written communication skills tailored to those in an academic environment.

Location

This position will be located fully on-site at UCSF's Mission Bay Campus in San Francisco, California. The San Francisco Bay Area is a rich environment for innovation and cultural diversity, and UCSF is a huge economic driver for the region and state. With more than 20 locations throughout San Francisco and beyond, UCSF is the second largest employer in San Francisco, contributing greatly to the intellectual vigor and economic vitality of the City by the Bay.

To learn more, please see <https://www.ucsf.edu/about/locations>.

Compensation

The hiring range for this position is \$400,000 to \$450,000 (annual rate). Placement within the hiring range is dependent on several factors, including experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. The hiring pay range referenced in this job posting is the budgeted salary that the University reasonably expects to pay for this position. The final salary and offer components are subject to additional approvals based on UC policy.

UCSF offers an inspiring environment and offers excellent [benefits](#), including medical, dental, vision, retirement, and paid time off.

Application, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Confidential review of applications, nominations and expressions of interest will begin immediately and will continue until an appointment is made. Final candidates are required to complete an employment misconduct disclosure prior to hire.

To be ensured full consideration, please submit a letter of interest, contributions to diversity statement, and curriculum vitae via the UCSF website. Applicants external to UCSF should use this [link](#), while those internal to the institution should apply via this [posting](#).

Inquiries, nominations, and referrals should be sent via the Isaacson, Miller website for the search:
<https://www.imsearch.com/open-searches/ucsf/chief-campus-counsel-and-vice-chancellor-legal>.

Cati Mitchell-Crossley, Tim McFeeley, Jaime Morgen, and Thea Kosmack
Isaacson, Miller

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 -
<https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction>.

Appendix I

About the University of California, San Francisco

The roots of UCSF can be traced to the 1864 establishment of the Toland Medical College, which later became the Medical Department of the University of California. From the beginning, the University's leaders envisioned more than just a medical school, and they combined the school of medicine with schools of pharmacy and dentistry, creating a campus on a hill overlooking Golden Gate Park. In 1907, the campus built a hospital and a clinic building that would serve the city and eventually people from all over the world. The original nucleus of schools grew, adding a school of nursing in 1939 and a graduate division in 1961. In 1964, the institution, operating under the name University of California, San Francisco Medical Center, was launched as the ninth campus in the UC system and the only one devoted exclusively to the health sciences. In the ensuing decades, UCSF has become one of the world's leading biomedical research centers, specializing in clinical care and graduate health sciences education.

UCSF Health is recognized worldwide for its high-quality, innovative care, which is informed by pioneering research and advanced technologies. Today, UCSF Health includes UCSF Medical Center, UCSF Benioff Children's Hospitals, UCSF St. Francis and Saint Mary's Hospitals, and the Langley Porter Psychiatric Hospital and Clinics. The health system also includes affiliations with top-tier hospitals and physician groups throughout the region, bringing specialty care to patients close to home. UCSF Health's hospital system is tied for the ranking as the best in California by U.S. News & World Report's 2024-2025 Best Hospitals survey and ranked best in California and the West in neurology/neurosurgery, geriatric care, and rheumatology. It was also the highest-ranking hospital in Northern California for cancer care.

UCSF consistently ranks among the nation's top universities for its four graduate schools, as well as its graduate programs in basic science, social science, and global health. Health professions training takes place at UCSF Health's hospitals and clinics, as well as at its partner hospitals – Priscilla Chan and Mark Zuckerberg San Francisco General Hospital and Trauma Center, the San Francisco Veterans Affairs Medical Center, and Community Regional Medical Center in Fresno – and numerous clinics throughout Northern California. All four professional schools are among the top in the nation in research funding from the National Institutes of Health, including \$700M for the School of Medicine, \$37M for the School of Pharmacy, \$27M for the School of Dentistry, and \$19M for the School of Nursing. For more information about UCSF Schools and programs, please see <https://www.ucsf.edu/education>.

As a leading public university, UCSF is committed to its local mission to serve, educate, and care for the community. Since 2019, UCSF has been a leader throughout the UC system with its early adoption of an anchor mission, leveraging its budget to advance economic security and opportunity in under-resourced communities to advance health equity. The University is home to over 100 community engagement programs, including investments in capacity building, youth education, and safety training throughout the region.

Sam Hawgood is the tenth chancellor of UCSF. A renowned researcher, professor, academic leader, and pediatrician, Dr. Hawgood was appointed chancellor in 2014 and holds the title of Arthur and Toni Rembe Rock Distinguished Professor. As chancellor, Dr. Hawgood has expanded partnerships and cultivated collaborations with biotechnology and pharmaceutical industries, public health and community groups, and other healthcare organizations. He fosters innovation and entrepreneurialism to translate research discoveries into therapies and treatments that advance care and improve health outcomes, particularly for underserved populations. Dr. Hawgood has additionally advanced UCSF's initiatives in basic and clinical science, helping to recruit world-renowned experts to address the most vexing diseases ranging from cancer to infectious diseases. One of his top priorities is harnessing the power of data and advanced computing tools, including the potential of artificial intelligence, to bridge the fields of genetics, molecular research, bioinformatics, and medicine to ultimately yield better outcomes and greater health equity for all.

Under Hawgood's tenure as chancellor, UCSF revenues have increased by more than 50 percent, enabling the institution to retain its leadership in biomedical science and education, and commitment to its public mission. He led one of the largest fundraising efforts ever set by a U.S. university, a campaign that exceeded its \$5 billion goal, raising nearly \$6.2 billion to improve health.

UCSF is currently in the midst of its Comprehensive Parnassus Heights Plan. The plan outlines design principles and concepts to reshape and revitalize UCSF's oldest campus over the next several decades. The transformation will be completed in parallel with the development of a new, state-of-the-art hospital at the UCSF Helen Diller Medical Center at Parnassus Heights. The new hospital has been designed to address the social, psychological, spiritual, and behavioral components of health by putting them together in one place. Integrating seamlessly into its surroundings, the new hospital will bring nature, human-centered design, and innovative medical care into one healing habitat. For more details, please see <https://www.ucsf.edu/cphp>.