

UNIVERSITY    Office  
OF                of the  
CALIFORNIA    President

Vice President, Systemwide Shared Services

University of California  
Oakland or Riverside, California

The University of California (UC) seeks applications and nominations for the position of Vice President of Systemwide Shared Services (VP).

This inaugural senior leadership role provides strategic vision, executive leadership, and systemwide oversight for UC's two enterprise-wide shared services organizations: UCPATH and the Retirement Administration Service Center (RASC). UCPATH (UC Payroll, Academic Personnel, Timekeeping & Human Resources) is the University of California's centralized system for payroll, benefits, and HR for all 266,000+ employees. RASC is the central office providing comprehensive retirement planning, pension benefits management, and retiree health insurance support for eligible employees, and pension payments to the more than 87,000 University of California retirees and annuitants (survivors and beneficiaries). Less than a year ago, these two service organizations were aligned under the VP Systemwide Shared Services, with several goals, including a more seamless, end-to-end experience for UC members across the employee lifecycle – from hire through retirement - and positioning the organization to deliver more consistent, connected, and responsive service. This strategic realignment is also expected to achieve economies of scale, policy consistency and improved system stability, while providing enhanced service delivery.

The VP will manage one of the most advanced shared services portfolios in higher education, overseeing more than \$33 billion in annual financial transactions including approximately \$29 billion in payroll and \$3 billion in retirement-related disbursements. The VP will oversee a combined organization of approximately 600 employees. In collaboration with campus leaders, systemwide stakeholders, and governance bodies, the VP is responsible for leading the implementation of a "one-stop" service model to support employees—from hiring to retirement—while enhancing operational consistency and positioning the organization for sustainable growth and service expansion. The incumbent will spearhead initiatives to align operations, improve service delivery, and demonstrate the value of shared services across a decentralized system, while remaining attentive to the distinctive needs of retirees and employees across a broad range of campuses, medical centers, and research centers. To be successful, the VP must address a set of key opportunities and challenges, listed below and outlined in detail in this document:

- Establish and execute a compelling systemwide shared services vision;
- Build trust, buy in, and credibility across a large, decentralized system;

- Deliver operational excellence while improving day-to-day services; and
- Lead organizational change management for Systemwide Shared Services.

A list of the desired qualifications and characteristics for the role is outlined in this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. All applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

## THE UNIVERSITY OF CALIFORNIA SYSTEM

Founded in 1868, the UC system is recognized as one of the world's largest and most prestigious academic institutions, with a tripartite mission of research, teaching, and public service. The UC system is the second largest employer in California, employing over 266,000 faculty, researchers, and staff across ten campuses, six academic health centers, and three affiliated national laboratories. The ten campuses that make up the UC system – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz – collectively enroll over 301,000 students and have a combined 2.5 million alumni living and working around the world. Another half million people benefit from UC's continuing education courses each year, as well as from research centers and educational programs operating throughout the state. UC's scope extends beyond its campus locations, with its national laboratories, medical centers, and outreach programs in neighboring communities, throughout California, and around the world.

### The University of California Office of the President (UCOP)

Located in Oakland, California, the [University of California Office of the President](#) (UCOP) is the systemwide headquarters of the University of California, managing its fiscal and business operations and supporting the academic and research missions across its campuses, national labs, and medical centers. The Office of the President coordinates activities that allow a complex and unique system to operate efficiently as one university, furthering its public interest, academic, and research missions. It oversees and manages programs that serve the entire university system, allowing UC locations to capture the savings and efficiencies that come from centralized operations. Learn more about UC system leadership and governance in the document appendix.

### Systemwide Shared Services

To more effectively serve University of California active and retired employees, UC recently aligned UCPATH and the Retirement Administration Service Center (RASC) under a single shared services business unit within UC Operations. This restructuring, effective October 2025, reflects UC leadership's focus on long term sustainability and service excellence. By bringing these organizations together under one unified structure, UC will strengthen efficiency and collaboration, better align leadership expertise, and create opportunities to leverage shared tools, systems, and best practices.

## UCPath

[UCPath](#) is the University of California's shared services center in Riverside, CA that manages the payroll, benefits, and other human resources transactions for more than 265,000 UC employees working across ten UC campuses, six academic health systems, three national labs and more. UCPath is the largest payroll, HR systems and benefits administration shared services organization in U.S. higher education. It was created to consolidate multiple legacy UC payroll, benefits, financial services and personnel system instances - at more than 20 UC campuses and hospitals - into a single, cloud-based PeopleSoft software suite.

## Retirement Administration Service Center (RASC)

[RASC](#) counsels members of the University as they transition into retirement and provides long-term pension and retirement health benefits support to approximately 265,000 UC employees and 100,000+ existing retirees, survivors, dependents, and contingent annuitants from across the UC System. RASC offers personalized guidance on pension benefits, retirement planning, and other related matters. RASC's goal is to empower UC members with both the initial transition and ongoing retirement consultation by providing timely, accurate, and compassionate support, ensuring a smooth and fulfilling retirement experience.

## ROLE OF THE VICE PRESIDENT OF SYSTEMWIDE SHARED SERVICES

Reporting directly to the Executive Vice President and Chief Operating Officer (EVP-COO), the Vice President for Systemwide Shared Services (VP) serves as the University's senior executive responsible for the strategic leadership, integration, and performance of UC's enterprise-wide shared services organizations. This role provides systemwide direction and oversight for UCPath and the Retirement Administration Service Center (RASC), aligning these mission-critical operations to deliver a seamless, high-quality, and financially sustainable service experience for UC faculty, staff, and retirees—from hire through retirement.

The Vice President will oversee an annual budget of \$60 million and approximately 600 employees across UCPath (~450) and RASC (~150). The Executive Directors of both UCPath and RASC will report directly to the VP, requiring a leader who can effectively partner with established unit heads while driving alignment and shared accountability across the enterprise. The staffing needs of the immediate office of the VP Systemwide Shared Services is being assessed.

This role carries substantial operational and financial responsibility, with oversight of complex, high-volume transactions and service delivery models that must function reliably across a decentralized and diverse system. The VP's portfolio includes multi-faceted service operations such as contact centers, transaction processing, payroll administration, retirement counseling, and benefits services. The VP will also oversee critical areas including service delivery performance, technology enablement, fraud

prevention, and digital risk management, ensuring secure, reliable, and customer-centered operations at scale.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VP

### **Establish and execute a compelling systemwide shared services vision**

- Define and execute a clear, credible vision for systemwide shared services that unifies UCPath and the Retirement Administration Service Center (RASC) under a coherent strategic framework.
- Articulate direction, build confidence, and demonstrate early progress to gain support and momentum for current—and, in the future, expanded—shared services across the system.
- Serve as a key partner to the EVP–COO, Systemwide Human Resources, policy and budget leadership, campus CFOs and COOs, academic leadership, and medical centers, aligning shared services priorities with UC’s academic, research, healthcare, and public service missions
- Skillfully navigate shared governance structures and work across organizational boundaries, ensuring faculty, staff, and campus voices are engaged early and often in decision making, and reinforcing shared services as an enabler of institutional effectiveness, rather than a purely administrative function.
- Assess and identify future opportunities to expand shared services capabilities (e.g., travel & expense, accounts receivable, and other administrative functions), leveraging existing infrastructure while thoughtfully addressing campus concerns regarding centralization.

### **Build trust, buy in, and credibility across a large, decentralized system**

- Earn trust and buy in from chancellors, faculty, staff, retirees, academic senate leadership, unions, and systemwide governance bodies, navigating a highly visible and politically complex stakeholder environment.
- Lead through influence rather than authority, demonstrating credibility with senior leaders while engaging meaningfully with academic senate leadership, staff and retiree associations, and campus administrators.
- Represent the function with executive presence in high-stakes settings, including presentations to the UC Regents and senior leadership on topics such as technology strategy, service performance, and emerging risks.
- Strengthen confidence in shared services through clear performance metrics, accessible data, and transparent reporting.
- Promote consistent service standards, visible dashboards, and meaningful service level agreements that replace perceptions of opacity or “black holes” with measurable accountability.
- Exercise strong financial stewardship in an environment marked by budgetary pressure, limited tolerance for large new investments, and heightened scrutiny. Manage complex operations with disciplined financial judgment—demonstrating value, efficiency, and return on investment.

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### **Deliver operational excellence while improving day-to-day services**

- The VP holds ultimate accountability for the performance, resilience, and integrity of some of the UC's most visible administrative services, where lapses are immediately felt by employees, faculty, and retirees and rapidly escalate to senior leadership.
- Serve as a steady operational leader who can quickly diagnose issues, respond decisively, and maintain confidence while sustaining uninterrupted delivery of mission critical services.
- Ensure accuracy, responsiveness, and reliability across payroll, benefits, and retirement administration while continuing to address uneven service experiences.
- Drive continuous improvement through process standardization, better use of data, and selective adoption of emerging technologies, including automation and AI, where they clearly enhance service quality and efficiency.
- Apply proven tools and practices to strengthen operations, including contact center performance, service-level management, workforce planning, and process optimization, as well as fraud prevention, and member access.

### **Lead organizational change management for Systemwide Shared Services**

- While UCPath and RASC serve distinct populations with different service expectations, this role is charged with bringing them under one leadership umbrella, clarifying mission, outcomes, and accountability while avoiding disruptive or impractical structural changes.
- Set expectations for collaboration, service orientation, and continuous improvement across the two organizations, paying close attention to leadership alignment, talent development, and succession planning, while guiding teams through ongoing change without sacrificing stability or morale.
- Leverage a skilled and experience team to advance a more effective, trusted, and member centered shared services enterprise.
- Demonstrate executive presence, political acumen, and humility to navigate UC's complexity, adapt quickly, and inspire confidence among employees.
- Recognize the differing levels of maturity between UCPath (more established) and RASC (earlier in evolution), and tailor leadership approaches accordingly rather than applying a one-size-fits-all model.

## **QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will be an accomplished executive with experience leading large-scale shared services organizations. They will bring strong financial and operational acumen, excellent interpersonal and problem-solving skills, and the ability to lead through influence in a complex, consensus-driven environment. Experience in higher education is valued, particularly in navigating complex compensation structures and stakeholder environments, though UC also welcomes leaders from corporate or other

shared services settings who are motivated by public mission, scale, and institutional complexity. The successful candidate will bring many of the following qualifications and characteristics.

**Required**

- At least 10 years of senior executive leadership experience in complex, high-volume, multi-unit shared services organizations with central and decentralized operations;
- Strong financial acumen, with experience overseeing large-scale budgets and financial transactions;
- Demonstrated leadership in operations, strategy, organizational change, and policy implementation within highly matrixed, stakeholder-rich environments;
- Experience leading large-scale, customer-facing service operations (e.g., shared services centers, contact centers, or transaction-heavy environments);
- Exceptional communication and executive presence, with the ability to effectively engage governing boards, executives, employees, and external partners;
- High emotional intelligence, political acumen, sound judgment, and the ability to build trust across diverse constituencies; and
- Experience with large-scale technology and operational modernization efforts.

**Preferred**

- Familiarity with higher education and/or public sector organizations;
- Experience in a unionized environment;
- Experience overseeing or partnering with HR, payroll, benefits, retirement administration, or similarly complex service delivery environments involving multiple compensation structures and stakeholder groups;
- Experience managing risk, including fraud prevention, cybersecurity, or digital service environments; and
- A track record of advancing inclusive excellence and building collaborative, high-performing teams.

## COMPENSATION AND LOCATION

UCOP is required to provide a reasonable estimate of the compensation range for this role. This range takes into account 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. It is not typical for an individual to be offered a salary at or near the top of the range for a position. Salary offers are determined based on final candidate qualifications and experience. The full salary range for this position is \$352,700 to \$584,400 annually. The budgeted salary range that the University reasonably expects for this position is \$375,000 - \$475,000.

California residency is required. The position offers location flexibility, with an expectation of regular in-person presence across both the Office of the President (UCOP) in Oakland and the Office of the President at UC Path's offices in Riverside, and frequent travel to both service centers and all UC campuses.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Nominations and inquiries can be directed to the Isaacson, Miller consultants supporting the search:

Rebecca Kennedy, Managing Partner  
Cati Mitchell-Crossley, Managing Partner  
Carley Davenport, Managing Associate  
Cortnee Bollard, Managing Search Coordinator

Screening of complete applications will begin immediately and continue until the completion of the search process. **For best consideration, please apply by May 31, 2026 via the Isaacson, Miller website:** <https://www.imsearch.com/open-searches/university-california-office-president/vice-president-systemwide-shared-services>

**Applications must be complete to be reviewed for consideration.** A complete application includes: 1) CV and Cover Letter, 2) Submission of the following form: <https://www.research.net/r/N9JVHWR>

*The University of California is an Equal Opportunity Employer. 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 status under state or federal law.*

*This document has been prepared based on the information provided by the University of California. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the University of California would supersede any conflicting information in this document.*

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## APPENDIX. UC SYSTEM LEADERSHIP AND GOVERNANCE

### Board of Regents

The UC 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. The Board appoints the UC President and its principal officers. 18 Regents, appointed by the Governor, serve 12-year terms. The Board also appoints one student member appointed by the Regents for a one-year term, and 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.

### President

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, and 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.

James B. Milliken became the UC's 22nd president on August 1, 2025. President Milliken has more than 30 years of experience serving in leadership roles at large institutions. Most recently, he served as chancellor of the University of Texas System (UT) from 2018-2025, where he also held the Lee Hage and Joseph D. Jamail Regents Chair in Higher Education Leadership. As UT's chancellor, he led one of the largest public university systems in the United States, composed of 14 academic and health institutions, including seven medical schools and five Carnegie R1 research universities. He led efforts to meet the needs of a growing and diversifying state and nation, including a commitment to increasing training, education, and research programs in information technology, cybersecurity, advanced manufacturing, public health, and medicine.

### Shared Governance

Shared governance among the Board of Regents, the President and his administration, and the Academic Senate is one of the distinctive features of the UC. 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, advise 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.