



Search for the Associate Vice Chancellor for Auxiliary Enterprises and Fiscal Innovation
University of California, Merced
Merced, California

The University of California Merced, the fastest-growing public doctoral research university in the nation and the newest campus in the highly respected University of California System, seeks to hire an entrepreneurial and dynamic leader as Associate Vice Chancellor for Auxiliary Enterprises and Fiscal Innovation (AVC). UC Merced has recently completed a \$1.3 billion, 13-building expansion project ([Merced 2020](#)) and has now set a goal to nearly double its student body to 15,000 students by 2031. In this context, the AVC will help move this young institution into an exciting new phase, leading the further development of its campus footprint and service offerings and diversifying its revenue streams. The AVC will join an entrepreneurial and innovative environment where they will facilitate new revenue-generating opportunities, thoughtful space planning to support the rapid growth of the campus' infrastructure, and partner closely with senior leadership to foster a transformational student experience.

Founded in 2002, the University of California, Merced was the first new University of California campus in 40 years, and the first American research university of the twenty-first century. Situated near Yosemite National Park, the campus expands access to the UC system for students throughout the state, with a special mission to increase college-going rates among students in the San Joaquin Valley. The impact of UC Merced's rapid growth reaches beyond its campus and continues to transform the region, economically, academically, and environmentally. UC Merced maintains a focus on sustainability, research, diversity, and community. It leads the UC system in the percentage of students from underrepresented ethnic groups, low-income families and families whose parents did not attend college and has been designated as a Hispanic-Serving Institution by the U.S. Department of Education.

There is a palpable sense of energy and excitement on campus as the community prepares for further growth. The leadership at UC Merced will be looking to the AVC to capitalize on this momentum by offering new and innovative services that leverage the strengths of this new campus while also ensuring the university is attractive to prospective students and accessible to the surrounding community. The campus has recently completed several construction projects, including a new conference center, that the new AVC will be able to leverage and build out in pursuit of these goals. As an emerging university, UC Merced has exceptional freedom and flexibility to pioneer new models for teaching, research, and service, as well as develop and implement new systems, processes, and partnerships with private entities to move forward a new economic paradigm for public universities. This provides ripe ground for the AVC to be

innovative and opportunistic in working closely with senior leadership in designing, implementing strategies, unifying, and leading the campus around a new vision for UC Merced's auxiliary enterprises.

The AVC oversees auxiliary enterprises and related programs, including housing and residential education, dining services, auxiliary facilities and custodial, auxiliary systems, the campus store, parking, transportation, child care development center, hospitality services, and retail contracts, among others. The AVC also oversees the Auxiliary and Fiscal Innovation administration, which provides centralized services to auxiliaries across divisions. As the campus pioneers and develops new services and programs, UC Merced will continue to serve as a successful model for revenue generation and public-private enterprise partnerships, not only for the University of California system, but for public universities across the nation.

Working closely with senior leadership, staff across the campus, as well as with leaders from the UC system and regional community, the AVC will be asked to address a set of key opportunities and challenges, as follows:

- Aggressively develop new ventures to fully support UC Merced's growth agenda
- Drive collaborative partnerships internally and ensure alignment around campus objectives
- Fully integrate the campus with the City and County of Merced to foster economic prosperity in the region
- Embed UC Merced's deep commitment to diversity and inclusion in all strategies and activities of the division
- Serve as an excellent citizen and representative of the campus and a positive force on the senior executive team

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced by the AVC for Auxiliary Enterprises and Fiscal Innovation Search Advisory Committee and Isaacson, Miller, a national executive search firm. All confidential nominations, inquiries, and applications should be directed to the parties listed at the conclusion of this document.

About the University of California, Merced

UC Merced was conceived both to serve the needs of the rapidly growing Central Valley, one of the world's most productive agricultural regions, and to increase access to the University of California system for California's top achievers. Following a careful and competitive selection process, the UC Board of Regents chose the site in eastern Merced County as the location for the 10th campus of the University of California. Since UC Merced's doors officially opened in 2005, the UC system has continued to invest in the newest campus, most recently with significant financial support for the Merced 2020 Project.

UC Merced is the most ethnically diverse campus in the UC system and has an operating budget of \$390 million. Fall 2022 enrollment is over 9100 students, including 760 graduate students in its three Schools:

School of Engineering (SoE), School of Natural Sciences (SNS), and the School of Social Sciences, Humanities and Arts (SSHA). Sixty-seven percent of the undergraduates are first-generation college students, with fifty-eight percent Pell Grant eligible. UC Merced has also been designated a “doctoral-granting university with higher research activity” - or R2, the second-highest classification for American research universities - in its very first appearance on the highly cited Carnegie Classification of Institutions of Higher Education.

As UC Merced rapidly grew, many administration functions were housed in leased spaces throughout Merced. As of February 2018, this is no longer the case with the opening of the Downtown Campus Center in downtown Merced. The Downtown Campus Center allows the opportunity to bring more than 40 non-academic departments together in a cost-efficient way as part of a long-term strategy to integrate UC Merced’s teaching, research, and public service resources into the fabric of Merced. To learn more about the UC system and the Merced campus, please refer to the university’s website at www.ucmerced.edu.

Building Our Future – The UC Merced Strategic Plan

On July 1, 2020, Dr. Juan Sánchez Muñoz assumed his role as UC Merced’s fourth chancellor. An alumnus of the UC system, Muñoz has set the university’s course with an ambitious strategic plan that focuses on growth, impact, and equity and justice. In accordance with this plan, by 2031, UC Merced aspires to be:

- A Research 1 university
- With 15,000 well-supported undergraduate and graduate students,
- In an empowering and equitable place to work and learn.

The campus’s first long-range comprehensive strategic plan provides a blueprint that will drive the success and momentum of the campus’s first 16 years of achievement. As the campus grows, both in research and enrollment, UC Merced will be able to better fund its research, offer opportunities to a diverse student body that rival the best research institutions, and increase its impact on the region, California, and the world.

The Role of the Associate Vice Chancellor of Auxiliary Enterprises and Fiscal Innovation

The span of responsibilities for the AVC represents a wide range of activities that encompasses departmental, campus, system-wide, and national levels. The AVC must be highly collaborative and work with various campus divisions. The position provides vision for and directs a large, complex organization with multiple departments involving diverse functions.

The AVC reports to both the Vice Chancellor and Chief Financial Office as well as the Vice Chancellor of Student Affairs. The AVC oversees a comprehensive portfolio of existing enterprises that support student life, academic activities, and revenue-generating facilities with an emphasis on ensuring excellent customer service while optimizing revenue and operating marginal contributions. Serving on the

leadership teams of the Division of Finance & Administration and Division of Student Affairs, the AVC attends and engages in relevant leadership meetings and serves on on-call rotations as appropriate.

Direct reports to the AVC include the administration team, the directors of transportation and parking services, hospitality services, and the Early Childhood Education Center, the manager of retail services and third-party vendors, and the Executive Director of Campus Life, who oversees the auxiliaries housed in Student Affairs. UC Merced is currently recruiting for a new Executive Director of Campus Life. An organizational chart is available in the Appendix at the conclusion of this document.

Given the structure outlined above, the AVC will serve as a leader in a highly-matrixed environment, working very closely with business partners in many functional areas within the Divisions of Finance and Administration, Student Affairs, and Physical Operations, Planning and Development. Critical within this structure will be the coordination of business operations with the student programming elements of the auxiliaries. The supervised departments currently employ over 750 full- and part-time employees with annual revenue nearing \$70 million.

Key Opportunities and Challenges for the next AVC

In helping lead UC Merced into its next stage of growth, the AVC will address several key opportunities and challenges, which are detailed below:

Aggressively develop new ventures to fully support UC Merced's growth agenda

No other university in the nation has experienced the remarkable growth of UC Merced in the last decade, and the AVC has the opportunity to create and execute an innovative vision and strategy to ensure it continues on this growth trajectory into the future. After the completion of the 2020 Project, the campus now requires new ideas to drive its next phase of growth, and the campus will rely on the AVC to offer strategic direction and focus. The AVC will be responsible for creating the strategy around how to best leverage current and future auxiliary enterprises through new ventures and increased efficiencies. This will include devising strategies to maximize space throughout campus and other real estate holdings and determining the appropriate public-private partnerships for maximum revenue generation. The AVP will coordinate and develop the retail strategy for all new designated physical spaces, including researching, finding partners, and negotiating contracts. The AVC will develop proposals in collaboration with various campus stakeholders and will work closely with the appropriate campus partners on all planning, execution, and evaluation. The AVC will provide strategic advice to the auxiliary services governing board to ensure expansion goals are met, alignment with the university's mission, and a high level of service to students, faculty, and staff.

Drive collaborative partnerships internally and ensure alignment around campus objectives

As UC Merced is a highly-matrixed environment, the AVC will be well-positioned to act as a central hub on campus for conversations around revenue-generating opportunities. The AVC will work to unite units around a common vision, identify areas of potential partnership among offices, and align compatible proposals. This will involve facilitating and encouraging open lines of communication across the university, meeting regularly with senior leadership to understand current and future priorities while also creating value propositions throughout the organization. Working closely with the budget teams across divisions, the AVC will carefully monitor the progress and state of affairs for all auxiliary services to ensure all ventures are hitting growth targets. Collaboration and communication will be essential for the success of this AVC. The AVC will be sure to keep the campus apprised of projections, planning, and the execution of initiatives to provide a high level of transparency and trust across the organization.

Fully integrate the campus with the City and County of Merced to foster economic prosperity in the region

With the downtown Campus Center and the new 25,000 square foot Conference Center with a ballroom, large meeting and seminar rooms, UC Merced has set the stage for a range of activities for more community involvement. As public service is an integral part of UC Merced's mission, the university is always trying to find new ways to build connections with the surrounding community, but also nationally to better leverage the downtown campus. The growth of the campus will be a unique opportunity for the AVC to forge partnerships with local community leaders in the City of Merced and throughout the Central Valley to solicit their needs and ideas for services and to determine the best ways to leverage new spaces for revenue generation.

Embed UC Merced's deep commitment to diversity and inclusion in all strategies and activities of the division

As laid out in the strategic plan, UC Merced has a deep commitment to academic excellence and diversity to provide the best possible environment for learning and research. The university is committed to recruiting and retaining faculty, administrators, and staff from underrepresented backgrounds to support inclusive excellence. The AVC should be dedicated to supporting those ideals and promoting them across the university. Specifically, the AVC will be expected to recruit and retain a diverse staff and cultivate an environment of inclusiveness across departments and units. At the core of UC Merced is a focus on academic success for all students, and the AVC should foster a culture in their work and collaboration that reflects and promotes that important priority.

Serve as an excellent citizen and representative of the campus and a positive force on the senior executive team

To be successful, the AVC will need to truly embrace the campus community and its collective ambitions. This will involve careful listening internally and externally to fully understand hopes, dreams, and aspirations for campus auxiliaries, and delivering a transformational experience. The AVC will bring many innovative ideas and positive energy to the leadership team and be an able participant in strategic conversations. The AVC will also be an excellent representative of UC Merced in all interactions outside campus, from the city to the region to the state and in the UC System. The AVC will model best management behaviors that will influence the UC Merced student body, who will in turn become leaders in the state and beyond.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will be an innovative, creative, and collaborative financial and planning leader with proven effectiveness in an academic environment or relevant experience in other settings whose intellectual vitality, collegiality, institutional complexity, and proven effectiveness indicate a capacity to serve UC Merced well. The AVC must have a Bachelor's degree (MBA preferred) and will also bring many, if not all, of the following:

- Strong skills and experience in developing and negotiating external partnerships that support revenue generation.
- Highly sophisticated skills in strategy development, systems planning, and change management.
- Proven record of achieving successful outcomes to complex organizational challenges.
- Experience transforming organizations and re-engineering major processes.
- Desire to promote people, focus on customers, and provide excellent service.
- Ability to establish mission and goals at the macro-level; to lead subordinate management to develop goals in alignment with mission.
- Expert leadership abilities to establish campus and department goals, and to motivate and influence others to achieve.
- Highly sophisticated knowledge of administrative management theory and ability to translate into practice.
- Ability to establish metrics for department and employee goals which measure effectiveness of contributions to efficient operations of department.
- Expert project management skills.
- Knowledge of financial analysis and reporting techniques; human resources and risk management planning; accounting and payroll.
- Demonstrated experience managing significant, complex operating budgets and financial resources.
- Experience managing self-supporting/recharge operations.

- Demonstrated skills in employee supervision and workforce administration and interpersonal skills to effectively lead, motivate, and influence others.
- Undertaking sophisticated financial analysis to help units satisfy their fiscal responsibility of providing financially reasonable cost for services.
- Understanding the complex nature of fiscal and financial accounting in challenges of an auxiliary and self-supporting programs.
- Strong analytical, written, and verbal communication skills.
- Knowledge of and experience within a variety of entrepreneurial business models that challenge tradition.
- Experience negotiating and managing multi-million-dollar housing, dining, vending, pouring rights, and/or retail contracts.
- A willingness to challenge conventional thinking coupled with the ability to collaborate, listen well, and to take the lead in problem-solving and consensus-building.
- Flexibility and collegial style that engenders trust and inspires collaboration, and strong enthusiasm for the management of efficient operations and excellent customer service.
- Personal integrity, credibility, and commitment to the university's mission of access.

Location & Salary

Salary will be commensurate with experience and education. The anticipated hiring range is between \$170,000/year and \$210,000/year. The UC Merced campus is located five miles from downtown Merced, California, about an hour north of Fresno, two hours south of Sacramento, and two hours southeast of San Francisco and the Silicon Valley, and driving distance to Napa Valley, and the Monterey coast. As the county seat, the city of Merced is a highly diverse and youthful city that is home to theaters, galleries, museums, numerous restaurants, and frequent cultural events. Merced is known as the "Gateway to Yosemite" and it is common for students, faculty, and staff to take the ninety-minute trip to Yosemite National Park to hike, snowboard, rock climb, and camp overnight. To learn more about Merced, please see <https://www.cityofmerced.org/>.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/8870. Electronic submission of materials is required.

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UC Merced is an EEO/AA/Vet/Disability/Minority Employer



Auxiliary Enterprises & Fiscal Innovation Organizational Chart

* Dual report to External Relations
** Dual report to Financial Planning & Analysis

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