



Job History/Status

Effective Date:	1/5/2024
Date Last Edited:	01/09/2024 11:02 PM

Organization Details

Department Code:	SC414A
Department Name:	CHES Administration
Division Name:	Student Affairs and Success Division
Sub-Division:	Colleges, Housing, & Educ Ser

Department Overview:	<p>The Division of Student Affairs and Success (DSAS) is a united division in service of students. The division's North Star values include student-centered decision making, innovation and equity and inclusion. DSAS consists of nearly 800 team members spanning 35 departments and 4 major units, each led by an associate vice chancellor. The division provides campus-wide coordination and leadership for student success programs, activities, and initiatives. The division also does our work through a range of resource centers dedicated to providing direct student support. The division's work is grounded in educational equity, institutional responsibility, and an unfettered commitment to supporting the whole student. The division aspires to ensure every student feels welcomed, supported, and a sense of belonging during their time on campus. The division's efforts are informed by robust and dynamic relationships with campus leadership, faculty, students, and staff from across the campus, reflecting the broad campus commitment to ensuring student success. Beyond UC Santa Cruz, the team is involved in numerous professional organizations and highly engaged in the local community.</p> <p>Colleges, Housing, and Educational Services (CHES) is a multi-funded organization of the Division of Student Affairs and Success (DSAS) at UC Santa Cruz. CHES provides leadership in the areas of college student life and residential services, housing services, facilities, capital planning, dining services, conference services, early education services, and business analysis for these areas. Through these units, educational and developmental programs and services are offered to all members of the campus community including students, faculty, staff, children, and external constituents. CHES provides on-campus housing and dining services to approximately 9,500 undergraduates and graduate students in ten residential colleges and six multi-college affiliated residential communities which support single students and students with families.</p> <p>CHES employs approximately 500 represented and non-represented career staff and over 1,000 student staff, and manages a multi-funded annual operating budget of \$112 million and a reserve fund of approximately \$55 million. Represented staff include staff members under the following union contracts: UC/CUE Clerical and Allied Services, UC/AFSCME Service Employees, UC/AFSCME Skilled Crafts and UC/UPTE Technical Employees. Managed funds include auxiliary income from housing, dining, and conference services, as well as child care fees, compulsory student fees, grants and contracts, private gifts and endowments and student services fees.</p>
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Position Details

UCPath Position Number:	40278758
UC Payroll Title:	ADMIN MGR 4 (000550)
Working Title:	ADMIN MGR 4
Job Family:	General Administration
Job Function:	Administrative Operations

Classified Indicator Descr (Personnel Program):	MSP
Salary Grade:	Grade 30
FLSA Status:	Exempt
Union Code (Collective Bargaining Unit):	99-Non-Represented (PPSM)
Eligible for Remote Work?	Yes
Type of Remote Work Arrangement:	Hybrid (Both UC & Non-UC locations)

SUPERVISION

Name of Supervisor:	Akirah Bradley-Armstrong
Supervisor's Working Title:	Vice Chancellor for Student Affairs and Success
Name of Department Head:	Akirah Bradley-Armstrong

Level of Supervision Received

GENERAL DIRECTION

Payroll Titles of Career Employees Supervised

Payroll Title	Direct or Indirect	Head Count	FTE
ADMIN OFCR 2	Direct	1.0	1.0
PROJECT POLICY ANL 4	Direct	1.0	1.0
ADMIN OFCR 4	Direct	1.0	1.0
FOOD SVC MGR 3	Direct	1.0	1.0
ADMIN MGR 1	Direct	1.0	1.0
STDT LIFE DEV MGR 2	Direct	1.0	1.0
FAC PROJECT MGR 2	Direct	1.0	1.0
ADMIN MGR 2	Direct	1.0	1.0

JOB SUMMARY

General Summary of Job Duties and Responsibilities

Directs a large academic organization or non-academic area with multiple departments involving diverse functions. Develops organizational policies and authorizes their implementation. Provides advice, guidance and assistance to the senior leadership of the organization. Represents the organization in organization-wide and systemwide meetings and discussions. Recognized as an influential leader. Makes final decisions for the organization and ensures achievement of objectives. Erroneous decisions will have a serious impact on the overall success of division or the organization as a whole.

CT Job Function Summary

Involves managing or performing the administrative services or managing the full general operations of an academic or non-academic organization(s). Administrative services include activities in finance and human resources and may also include IT, facilities, or student services. General management activities include long and short range strategic planning in determining the mission and directing all activities of multi-disciplinary departments through subordinate management staff.

CT Generic Scope Description

Directs through subordinate managers multiple large and complex critical programs impacting broad constituencies across major portions of the organization. Identifies objectives, manages very significant human, financial, and physical resources, and functions with an extremely high degree of autonomy. Accountable for formulating and administering policies and programs for major functions. Operational or program results can affect overall organization-wide performance and reputation. Directs through subordinate managers the

development of strategic goals and objectives to achieve accountability and stewardship of university resources in a manner consistent with systemwide objectives and initiatives.

Essential Functions and Duties

% TIME	Function	Duties
20%		<p>Divisional and Campus Leadership</p> <p>Uplifts the divisional priorities of student-centered decision making, innovation, and equity and inclusion in their leadership of the CHES organization.</p> <p>Advises Vice Chancellor guidance, feedback, and direction on complex administrative matters and offers solutions for challenges that arise in and outside of the portfolio. and new initiatives.</p> <p>Conduct research and analysis and/or takes on special projects or assignments as delegated by the VC SAS, responding to divisional, campus, or UCOP (including state and federal legal, and administrative) requirements. Produce assessment reports; identifies critical issues and alternatives for improvements in programs.</p> <p>Provides leadership within the Student Affairs division in advancing the mission and goals of the division, coordinating efforts within the units and with other university operations through development of strong communication and working relationships, contribution to executive decision making and implementation of plans. Supports division priorities and projects. Promotes collaboration among division offices to create efficiencies and provide better programming and outreach.</p> <p>Under the direction of the Vice Chancellor for Student Affairs and Success, participates with other higher-level managers to establish organization strategic plans and objectives and develop programs in order to meet campus and divisional priorities.</p> <p>Serves as Campus and Divisional leader for strategic and capital planning and student housing matters.</p>
30%		<p>Executive Administration and Management</p> <p>Develops, interprets, and administers complex student life and auxiliary programs.</p> <p>Short and long-range strategic planning and visioning.</p> <p>Promoting a culture of assessment, customer service, and continuous improvement utilizing evidence-based decision-making strategies.</p> <p>Promote transparency and trust building through thoughtful, creative, and innovative communications and public relations practices.</p> <p>Compliance with all federal, state, UC system and campus policies and procedures, including workforce participation in all required training and certification programs.</p> <p>Ensuring emergency preparedness, energy conservation and sustainability programs are unit priorities.</p> <p>Provide management team opportunities to participate in skill building activities for professional and job development, continuous improvement, quality control and customer and client satisfaction.</p> <p>Engage in entrepreneurial thinking for new avenues of revenue generations to support student services and resources.</p> <p>Exemplifies leadership throughout the campus and UC campus on housing and dining in particular.</p> <p>Provide management team opportunities to participate in skill building activities for professional and job development, continuous improvement, quality control and customer and client satisfaction.</p>

Essential Functions and Duties

% TIME	Function	Duties
		<p>Cultivates and sustains high staff morale and a team environment across a complex range of units.</p> <p>Assume delegated authority and responsibility within CHES for organizational planning and analysis; affirmative action policy planning and implementation; public relations and communication; human resources; labor relations; training and staff development; confidential investigations; change management; emergency response planning; and the implementation of campus change initiatives.</p>
20%		<p>Student Engagement and Success</p> <p>Serve as the champion for the student experience in on-campus residential communities. This entails supporting students on issues related to co-curricular education, leadership opportunities, diversity and equity concerns, satisfaction, safety, facilities, and dining services.</p> <p>Ensure equity approaches are integrated into all programs, training, and services to shape and implement plans and strategies aligned with student success goals and that create a welcoming environment for all students.</p> <p>In partnership with DSAS Communications and Marketing, develop and utilize a comprehensive communication plan to communicate crucial housing application process information to students and families; and to ensure students and families are aware of the engagement and educational opportunities available in the residential communities.</p> <p>Provide leadership in the division on matters related to the integrated, holistic educational experience of the student, including welcome week and orientation, move-in and move-out, and the first year experience.</p> <p>Develop approaches to integrate faculty into programming efforts and partner with other units on campus to enhance student learning outside the classroom. Direct the creation of effective partnerships with academic departments to create living and learning communities that enhance curricular and co-curricular learning. Direct efforts to develop and implement residence hall educational opportunities using a curricular approach.</p> <p>Anticipate, evaluate, and address changes in student needs, to design and implement appropriate Residence Life and Housing programs and services and make timely adjustments in staffing, programs, or services, to improve the student experience.</p> <p>Facilitate the resolution of situations that are unique, controversial, or not fully resolved by subordinates by acting decisively and diplomatically to advance and protect departmental and University relations; direct response to high-level student crises that occur both on and off campus, including those that are life threatening. Engage as required with the Behavioral Intervention Team.</p>
20%		<p>Financial Leadership and Capital Planning</p> <p>Responsible for the overall administration of the organization's financial resources including monitoring spending patterns in accordance with campus and UC best practices and policies. Establishes short- and long-term budget priorities for the organization.</p> <p>Provide leadership to the VC DSAS to ensure CHES financial plans and annual initiatives are understood and followed consistently. Work collaboratively with the AVC of budget and financial management to develop annual financial goals and objectives in support of the goals of the VCSAS and the campus.</p> <p>Responsible for managing, identifying, evaluating, and recommending sustainable revenue-generating opportunities that enhance services to the University. Provides robust financial analysis and recommendations to improve revenue and operating margins for a variety of existing businesses and proposed initiatives.</p>

Essential Functions and Duties

% TIME	Function	Duties
		<p>Oversee production of long-range (5-10 year) forecasts of revenue, expenses (staffing, facilities, programming, and supplies and expense), and reserves for the organization. Provide leadership on long-range contingency planning, organizational development and operational research in support of financial objectives as needed.</p> <p>Provide broad oversight for all organizational capital planning efforts including forecasting, project design and planning, constituent feedback and needs assessment, communication and internal project management. Work with Physical Planning and Construction staff on project development.</p> <p>Conduct research and analysis and/or take on special projects or assignments as delegated by the VC BAS, responding to divisional, campus, or UCOP (including state and federal legal, and administrative) requirements. Produce assessment reports; identifies critical issues and alternatives for improvements in programs.</p>
10%		<p>Systemwide and Community Collaboration</p> <p>Collaborates with City and County government officials regarding long range development plans and settlement compliance obligations.</p> <p>At the request of the Vice Chancellor for Student Affairs and Success, oversees preparation and responses to action items, including drafting items for Regents' meetings, developing briefing statements, drafting position papers for local and system-wide meetings, surveys, reports, etc.</p> <p>Provides leadership and Student Affairs and Success divisional representation at key UC systemwide committees and task forces.</p> <p>Other duties as assigned by the Vice Chancellor for Student Affairs and Success, including special projects and committee assignments, representing UC Santa Cruz in system-wide initiatives, etc.</p> <p>Serves as Campus Security Authority as outlined by the Clery Act.</p>

Non-Essential Duties

Other Requirements - Applies to All Positions

- Performs other duties as assigned.
- This job description is not intended to be a complete list of all responsibilities, duties or skills required for the job and is subject to review and change at any time, with or without notice, in accordance with the needs of the organization.
- Complies with all policies and standards.
- The University of California, Santa Cruz, is committed to promoting and protecting an environment that values and supports every person in an atmosphere of civility, honesty, cooperation, professionalism, and fairness. UCSC expects that every campus member will practice these Principles of Community. We strive to be:
 - **Diverse:** We embrace diversity in all its forms and we strive for an inclusive community that fosters an open, enlightened and productive environment.
 - **Open:** We believe free exchange of ideas requires mutual respect and consideration for our differences.
 - **Purposeful:** We are a participatory community united by shared commitments to: service to society; preservation and advancement of knowledge; and innovative teaching and learning.
 - **Caring:** We promote mutual respect, trust and support to foster bonds that strengthen the community.
 - **Just:** We are committed to due process; respect for individual dignity and equitable access to resources, recognition and rewards.
 - **Disciplined:** We seek to advance common goals through reasonable and realistic practices, procedures and expectations.

Other Requirements - Applies to All Positions

- **Celebrative:** We celebrate the heritage, achievements and diversity of the community and the uniqueness and contributions of our members. We accept the responsibility to pursue these principles in an atmosphere of personal and intellectual freedom, security, respect, civility and mutual support.

QUALIFICATIONS

Education Requirements for This Position

List the education requirements for this position.

Education Details	Required/ Preferred	And/Or
Bachelor's degree in a related area.	Required	
Master's degree in a related area, including MA in Student Affairs Administration, Higher Educational Leadership, MBA, etc. and/or equivalent work experience.	Required	
Doctorate or PhD degree in a related area.	Preferred	

Knowledge, Skills and Abilities for this Position

KSAs	Required/ Preferred
At least 7 years of progressive experience leading increasingly large and complex organizations.	Required
Knowledge of national practices and philosophy of student development theory, including learning and involvement theories, leadership theories, and issues related to access, equity, and retention and experience in developing living/learning residential communities and in the development of co-curricular programs to promote student success.	Required
Substantial direct or related experience in University or College administrative management services especially related to resource management in student housing, dining and auxiliary services.	Required
Astute political acumen regarding sensitive and high visibility issues; ability to rely on not only a mastery of the letter and spirit of policies, but an intimate feel for the delicate balances that must be achieved among competing variables and interests in a highly visible, diverse, and complicated campus environment.	Required
Experience managing large capital projects and facilities management.	Required
Demonstrated and progressively responsible experience in planning, developing and managing a multi-million-dollar budget for a complex, multi-functional unit, program or organization.	Required
Ability to understand and communicate effectively about administrative, fiscal, legal, and human resource policies and practices.	Required
Experience analyzing and researching complex issues, synthesizing data and making recommendations in support of decision-making.	Required
Strong experience in organizational development, change management, project management, assessment, process improvement, research and organizational analysis.	Required
Strong interpersonal skills to interface effectively with a wide range of professional managers, senior administrative officers, and a diverse clientele including student, parent, staff, faculty, university officials and visitors.	Required
Evidence of ability and experience in creating opportunities for partnership and collaboration with academic leaders, deans, faculty, and others in the interest of advancing student success.	Required
Strong cultural fluency to work in a diverse community. Proven track record of leading the implementation of diversity, equity, inclusion, and justice initiatives.	Required
Experience recruiting, developing, and retaining a diverse workforce that is technically competent, and focused on solutions, cooperation, and providing exemplary customer service.	Required
Knowledge of information technology and communication systems sufficient to manage effective and responsive programs and services for the unit.	Required

Knowledge, Skills and Abilities for this Position

KSAs	Required/ Preferred
Experience managing the human resources and labor relations functions for a large organization. Knowledge of and skill in applying federal and state laws and regulations, and labor contracts.	Preferred
Professional involvement in WACUHO, ACUHO-I, NACUFS, NACUBO, NACAS, NASPA, or other related professional organizations.	Preferred
Experience in labor contract management and negotiations. Experience in labor contract management and negotiations.	Preferred
Knowledge of UC policies and procedures.	Preferred

UC Core Competencies

The core competencies below apply to all UC staff employees, regardless of location, level or role within the University. They are aligned with the mission, vision and values of the University and its locations.

<i>Achieving Results through Continuous Improvement</i>	Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results. Is resourceful, seeks alternatives and broad input; measures outcomes.
<i>Achieving Results through Continuous Learning</i>	Demonstrates responsibility and ownership for one's job and career path by identifying and expanding skillsets needed to perform successfully on the job. Consistently works to learn and increase knowledge. Asks for help when needed, admits mistakes and is open to feedback.
<i>Achieving Results through Problem Solving</i>	Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.
<i>Achieving Results through Service Focus</i>	Values and delivers high quality, professional, responsive and innovative service to all customers. Establishes and maintains positive, long-term working relationships.
<i>Building Relationships through Belonging and Community</i>	Models, fosters, and promotes the University of California Principles of Community. Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a sense of diversity, equity, inclusion and belonging.
<i>Building Relationships through Collaboration</i>	Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds and maintains positive relationships across the organization.
<i>Building Relationships through Communication</i>	Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, diversity and background. Seeks input and actively listens; checks for understanding of messages.
<i>Creating the Future through Change Agility</i>	Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.
<i>Creating the Future through Mission and Vision</i>	Focus Shows understanding of and commitment to the UC mission and vision.
<i>Creating the Future through Stewardship</i>	Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.