

Harris Search Associates

I N N O V A T I O N + T A L E N T

Deputy Institutional Official - Animal Care Search



Prepared by: Harris Search Associates

Confidential: This report has been prepared for the exclusive use of the client named. Because it may contain confidential information, its use should be controlled and limited to the executives concerned. This information is given in good faith and is believed to be correct but may require additional verification.

About UC Davis

UC Davis is a major public research university and one of the 10 campuses of the University of California system. Located in Davis, California, just west of Sacramento, it encompasses 7,309 acres of land, making it the largest UC campus in terms of land ownership. UC Davis enrolls over 36,000 students in its four Colleges and six Professional Schools. Research expenditures in 2014/2015 reached nearly \$800 million.

The 2016 *U.S. News & World Report* college rankings named UC Davis as tied for the 11th-best public university and tied for 41st overall in the U.S. UC Davis is also one of 62 members in the Association of American Universities.

The city of Davis is a college town, with the ratio of students to long-term residents estimated at 1:4. Also contributing to the college-town environment is the close proximity of downtown Davis to the campus' main quad—a matter of a few blocks, and 5- to 10-minute walk or bike ride. Davis' 15-minute distance from Sacramento provides it with both the isolation critical to fostering a college-town environment while also providing a lively and large metropolitan area nearby. Though the campus itself is vast, the entire community of Davis is relatively small and is easily traversable on bike utilizing Davis' extensive bicycle trails.

For additional information about the University and the region, please see:

UC Davis & Community: <https://frontdoor.ucdavis.edu/>

UC Benefits: <http://ucnet.universityofcalifornia.edu/compensation-and-benefits/index.html>
<http://ucnet.universityofcalifornia.edu/compensation-and-benefits/total-compensation-calculator.php>

The Position

This is a unique opportunity for professionals experienced in and knowledgeable of the use and care of animals for education and research. UC Davis has established a new position – Deputy Institutional Official - Animal Care (DIO) responsible for long-range planning and harmonizing of the currently distributed operations of over 1 million square feet of animal holding space in 200+ buildings, managed by separate vivarium managers with differing financial structures.

The harmonization of animal-care operations sought includes reaching agreement on standards for:

- Efficient operation of all animal-care facilities,
- Reconciliation to the greatest extent possible of the financial complexity created by the multiple and different sources of budgetary support for animal care,
- Calculating fees charged in a transparent manner,
- Compliance with national and international standards of animal care and use,
- Professional development and growth of animal-care staff, and
- Service to the University community

The Deputy Institutional Official leads a Cabinet comprised of a wide range of stakeholders to find solutions that balance multiple, and often competing, resource priorities. Cabinet members include:

- Attending Veterinarian
- Senior Associate Vice Chancellor - Planning, Delivery and Facilities
- Senior Associate Vice Chancellor - Finance and Resource Management
- IACUC Chair
- IACUC Administrator
- Assistant Vice Chancellor - Facilities Management
- Vivarium Facility Manager Representative
- Office of Research Representative
- User Group Representation
- Faculty advisors (designated by Academic Senate)

The DIO supports the University in achieving its academic mission by assuring compliance with all applicable federal, state and local animal welfare regulations that govern the use of animals in research and teaching. In close collaboration with the Attending Veterinarian and the Institutional Animal Care and Use Committee and staff to ensure regulatory matters, animal welfare & research facilitation are balanced with efficient daily operations and long-range academic and facility needs.

The DIO reports directly to the Vice Chancellor of Finance, Operations & Administration and the Vice Chancellor for Research and is responsible for two direct reports and approximately 70 indirect reports. The ideal candidate will be both operationally-minded and strategically-oriented and thereby able to manage annual budgets as well as longer term capital planning. Experience with or interest in seeking extramural funding for animal care is a strong plus.

Candidates must offer demonstrable evidence of an ability to work and communicate well with faculty, staff, and students over a broad range of animal-care issues and standards and achieve high levels of satisfaction with persons engaged in the use of animals for education and research. The successful candidate must be able to provide specific examples of having achieved a measure of organizational consensus on these or other types of relevant standards.

Of particular importance is a candidate's comfort with and appreciation of the distinctive environment of a research-intensive university, especially one that is as multi-faceted as UC Davis. This places a premium on timely and clear communications originating from the DIO and requires a willingness to engage proactively and frequently with researchers and educators and the animal-care staff who serve the university.

UC Davis seeks a person with an advanced degree who possesses a combination of knowledge about and experience with the housing, care, and humane and ethical use of

animals for education and research in full compliance with all relevant federal, state, and local regulations and University expectations.

Essential Responsibilities:

Leadership – Financial and Facilities:

- Provide leadership in developing a comprehensive program, organizational, facilities, and financial plans with the VC-CFO and Cabinet and carry out plans and policies authorized by the campus. Develop and maintain sound financial practices.
- Develop a comprehensive financial and operational framework for all vivaria, including a published and transparent rate methodology by species and service level that provides flexibility to account for the wide range of requirements among investigators and instructors.
- Assure that the organization has a long-range strategy which achieves its teaching and research mission, and toward which it makes consistent and timely progress.
- Maintain official records and documents, and ensure compliance with federal, state and local regulations
- Maintain a working knowledge of significant developments and trends in the field of Laboratory Animal Services & Research.
- Ensure that the VC-CFO, VC-Research, and Cabinet is kept fully informed on the condition of the organization and all important factors influencing it.
- Ensure that an effective management team, with appropriate provision for succession, is in place.
- In consultation with the VC-CFO, VC – Research, and Cabinet, revise, update and develop policies and procedures on animal facilities and budget. (* Need to update and provide more detail on this bullet)
- Develop plans for capital improvements including equipment, renovations and expansion.

- Conduct official correspondence of the organization, and jointly, with designated officers, execute legal documents.
- Develop space utilization policies for the assignment of animal holding space for teaching and research.
- Create a multi-year animal facility master plan and capital funding plan to align with institutional academic priorities. This should include animal holding space, procedure space, support space, and capital equipment needs.
- Establish/codify organizational reporting relationships and stakeholder groups to guide realization of this new operational model.

Operations:

- Establish sound working relationships and cooperative arrangements with campus groups and organizations.
- Encourage staff development and education, and assist program staff in relating their specialized work to the total program of the organization.
- Maintain a climate which attracts, keeps, and motivates a diverse staff of top quality people.
- Establish a proactive and ongoing faculty feedback mechanism on teaching and research requirements.
- Maintains strong communications with researchers and establishes a proactive and ongoing faculty feedback mechanism on teaching and research requirements.
- Participate in the design and development of animal facilities for new and remodeled buildings under construction.

Minimum Qualifications:

- Advanced degree or equivalent education & experience in a related field with knowledge of and involvement in conducting animal research.
- Demonstrated experience & significant results in and around research animals and facilities including knowledge of animal research regulations.

- Strategic budget and accounting skills to produce a budget plan and rates; forecast trends; conduct periodic cost analyses of operations and share per diem costs with clients.
- Skills to assess ongoing and potentially changing personnel needs within the established budget and requests revisions to the budget.
- Demonstrated ability to establish, influence, and maintain collaborative relationships with diverse individuals while providing and ensuring quality veterinary care and programmatic and regulatory compliance.
- Skills to hire, train, develop, and take corrective action as needed for employees and provide mentoring for performance evaluations and smooth day-to-day operations.
- Working experience to conduct periodic cost analyses of Laboratory Animal Resources operations and to share projected per diem costs with scientists.
- Positive written and verbal communications with all staff, IACUC administrator, students, faculty, and administrators.
- Interpersonal skills to set the tone for a program that promotes an interactive, quality service oriented atmosphere and team-work approach in working with faculty and staff.
- Demonstrated knowledge of modern facility design

Procedure for Candidacy

Review of applications will begin immediately, and continue until the position is filled.

Applications should include a current curriculum vita and letter explaining interest and relevant experience. For additional information concerning UC Davis visit www.ucdavis.edu Nomination and applications should be submitted electronically in confidence to Richard Skinner.

Contact Information:

Dr. Richard Skinner, Senior Consultant, Harris Search Associates

Tel: 614-798-8500 ext. 145

Email: rick@harrisandassociates.com

Tel: 202-290-2495

www.harrisandassociates.com

www.iicpartners.com

UC Davis is an Equal Access/Equal Opportunity University Campus.