Chief Campus Counsel, University of California, Santa Cruz

Overview: This position reports to the UC Santa Cruz Chancellor and to the system-wide General Counsel. This position serves as a member of the Chancellor’s senior management team, working collaboratively with and serving as advisor to the Chancellor and the campus’s senior leadership team and has responsibility for responding to the wide range of legal and regulatory, policy and governance issues that may arise on a campus, either by providing advice directly or in consultation with other University attorneys or by engaging the services of outside counsel. The position similarly serves on the leadership team and serves as an advisor for the General Counsel regarding campus legal issues and system legal policy.

Compensation: competitive with other public university executive level positions within California.

Experience: J.D. from an accredited law school and a member, in good standing, of the State Bar of California; at least 15 years of complex, high-level legal experience, including preferably two or more years of experience managing attorneys.

Relocation: This is a national search, but current membership in the State Bar of California, or passage of the July 2016 bar exam, is required.

To Apply: Email a letter of interest and resume to UCSC’s Korn Ferry search consultants at UCSCChiefCampusCounsel@KornFerry.com by Monday, September 19, 2016. Inquiries and nominations may be addressed to John Amer, Senior Client Partner. All inquiries will be held in strict confidence.

UC Santa Cruz is an equal opportunity/affirmative action employer.

UC Santa Cruz

Founded in 1965, UC Santa Cruz is, today, one of ten public research university campuses within the University of California system. Its main campus sits nestled among the redwoods on 2,000 acres in the Santa Cruz Mountains overlooking the Pacific Ocean and the Monterey Bay and as of fall 2015 is home to 16,230 undergraduate and 1,640 graduate students. UC Santa Cruz provides unparalleled opportunities for students to learn through hands-on experience. Originally envisioned as a showcase for progressive, interdisciplinary undergraduate education at a research university, UC Santa Cruz has earned international distinction as a university with high-impact research and an uncommon commitment to teaching and public service. In its 2015-16 report, the Times Higher Education review ranked UC Santa Cruz second in the world for research impact, and U.S. News & World Report ranked it as 35th overall among national public universities. Grants and contracts have exceeded $100M for ten consecutive years, with the University being awarded $138 million in 2014-15. UC Santa Cruz was named by Forbes as one of the world’s most beautiful college campuses, alongside universities such as Oxford, Stanford, and Princeton.

UC Santa Cruz is a public university like no other in California, combining the intimacy of a small liberal arts college with the depth and rigor of a major research university. Undergraduates affiliate with small
residential colleges throughout their undergraduate careers. Affiliates live in their college’s dorms as “first-years” or “frosh,” attend a core course offered by and within that college, and receive general education advising there as well. Throughout their UC Santa Cruz careers, students are associated with their college. Upon graduation, the degree is awarded from, and the graduation ceremony is sponsored by, that college.

UC Santa Cruz faculty and students have earned national and international recognition for the quality of their research and teaching. The campus offers undergraduate students 58 majors across a wide range of disciplines and interdisciplinary fields. UC Santa Cruz graduate students earn advanced degrees in 41 programs. They are encouraged to explore the connections between their field and others. Departments are organized within five academic divisions: the Arts, Humanities, Physical and Biological Sciences, and Social Sciences divisions; and the Baskin School of Engineering. UC Santa Cruz’s libraries are at the heart of the university; they provide faculty and students state-of-the-art research tools and facilities designed for collaborative learning.

For more information about UC Santa Cruz, please visit http://www.ucsc.edu/.

Position Overview

Each of the 10 UC campuses has its own legal function, headed by a Chief Campus Counsel, who has a dual reporting relationship to the Chancellor of her/his particular campus and to the systemwide Office of the General Counsel (OGC), which is located in Oakland and is headed by the University of California’s General Counsel and Vice President.

This is a senior leadership position in the University, a professional peer and colleague of the Deputy General Counsels and other Chief Campus Counsels systemwide. The Chief Campus Counsel is the campus’s chief legal officer, responsible for assisting the campus leadership and Chancellor by providing legal advice and assisting the General Counsel in coordinating legal services to the UC Santa Cruz campus. This position serves as a member of the Chancellor’s senior management team, working collaboratively with and serving as advisor to the Chancellor and has responsibility for responding to the wide range of issues that may arise on a campus, either by providing advice directly or in consultation with other University attorneys or by coordinating the services of outside counsel. The position similarly serves on the Chancellor’s Cabinet and serves as an advisor for the General Counsel regarding campus legal issues and system legal policy.

The Chief Campus Counsel provides advice and counsel on a strikingly broad range of highly complex legal matters or problems, including but not limited to complex labor and employment matters, land use and environmental law issues, First Amendment issues, complex business transactions, international and research collaboration initiatives, privacy and records management, student conduct, and transactional matters involving copyright and technology transfer. In addition to having deep legal subject matter expertise, the Chief Campus Counsel also provides sound, timely advice, not only on legal matters, but on matters of University policy and governance.

In addition, the Chief Campus Counsel, as a senior university officer on the campus, is an essential contributor to strategic administrative and management initiatives within the UC Santa Cruz campus and at the Office of General Counsel. The Chief Campus Counsel also plays a significant role in supporting sound risk management and compliance efforts on the campus. He/she works closely with campus leaders, faculty and researchers to develop or modify practices and procedures to conform with legal requirements.
and reduce risk. The Chief Campus Counsel manages outside law firms and monitors litigation of importance to the campus and interacts with community and regional leaders on government relations matters.

**Key Responsibilities**

**Leadership:** Provides an environment of individual growth and career development, recognizing and utilizing skills of others through clear, specific and timely performance feedback; recruits, mentors and retains talented managers and employees; provides effective coaching, delegates effectively and rewards superior performance.

**Client Service:** Understands that UC Santa Cruz is a large, complex organization with many internal and external clients. Carries out UC Santa Cruz’s organizational philosophy to provide the best possible services in support of its mission: teaching, research and public service. Determines whether a program or activity impedes or advances the University’s goals.

**Key Activities/Tasks**
- Oversees the delivery of outstanding legal services to the campus through University attorneys located on campus or in Oakland and outside counsel.
- Provides legal advice that is high-quality, timely, relevant and solution-oriented.
- Serves as a trusted strategic partner with campus senior management, providing tactical advice and solutions to business issues and risks.
- Directly negotiates matters on behalf of The Regents within scope of delegated authority.
- Provides clear, accurate assessment of legal risks, while respecting business judgment and decision-making authority of University administrators.
- Prioritizes objectives and ensures service according to those priorities.

**Collaboration and Communication:** Demonstrates a proactive approach to establishing effective relationships with key internal (local and systemwide) and external constituencies; understands the diverse needs and agendas of various stakeholder groups; creates and fosters an environment that ensures collegiality and information sharing, while recognizing the need for timely decision making. Effectively communicates with administrators, students, faculty and staff.

**Key Activities/Tasks**
- Engages in professional, candid, timely, practical, and respectful communications that are constructive and promote University goals, legal compliance and resolution of issues.
- Acts as liaison between campus clients and OGC-Oakland attorneys when the Oakland attorneys’ expertise is needed in a particular subject area.
- Appropriately disseminates information to the Chancellor, Vice Chancellors, other senior academic and administrative leaders, as well as direct reports; and to the General Counsel and other system office attorneys and administrative staff.
- Actively participates in campus and systemwide initiatives.

**Accountability and Governance** -- Demonstrates execution of goals and objectives that support the overall success of the strategic objectives of the organization, both locally and system wide. These goals and objectives will include compliance with applicable regulatory and university requirements. Adheres to University principles of transparency and openness in working with all constituents.
Key Activities/Tasks
● Manages Campus Counsel staff at the UC Santa Cruz campus to achieve high quality work product from each individual and meet departmental service expectations.
● Ensures that there are current written job descriptions for each subordinate classification.
● Clearly identifies goals and objectives for campus legal office.
● Provides opportunities for growth on the part of members of the legal staff.
● Provides timely and honest feedback and evaluations.
● Administers the merit, equity, retention and award process (evaluation and monetary remuneration) with integrity.
● Achieves operational competency and consistent administration of personnel policies and departmental work rules.
● Ensures that campus attorneys provide meaningful contributions to campus and OGC initiatives.
● Monitors workload of Chief Campus Counsel’s Office and evaluate client service, resource capacity and legal practice needs.
● Proactively contributes to strategic planning for Campus Counsel and OGC and play a key role in the implementation of identified goals and priorities.

Innovation, Creativity and Change -- Inspires and develops creative and innovative approaches to addressing challenges and problems. Seeks to determine whether programs and activities add value to the work of the University. Drives change initiatives by defining measurable outcomes, energizing others at all levels and ensuring continuing commitment when faced with new initiatives; confronts and works through concerns of various stakeholders.

Key Activities/Tasks
● Works with peers to participate in Campus Counsel and Office of General Counsel strategic planning efforts, including development and implementation of a strategic plan and mission & vision statements.
● Identifies, promotes and implements best practices at the campus and recommend best practices for use throughout Campus Counsel and OGC.
● Successfully manages single initiatives identified for the Campus Counsel and the Office of General Counsel.
● Participates on committees to review campus and system-wide policies and practices. Recommend improvements to campus and system-wide policies.

Diversity: Demonstrates an active and engaged commitment to diversity. Works to establish a climate that welcomes, celebrates and promotes respect for diversity of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran in the University. Ensures equal opportunity in search and recruitment process by ensuring diverse representation on search committees, supplemental outreach efforts, etc. Promotes equity in advancements by describing review process for new staff and administrators, encouraging participation in career advising or mentoring programs, etc.

Key Activities/Tasks
● Manages staffing effort (recruitment and retention) in a manner that exemplifies these behaviors including initiating or performing personal participation in outreach events or efforts.
● Participates in key campus diversity initiatives and serves as a campus diversity leader.
Principles of Community: Fosters a positive working and learning environment by maintaining a climate of civility, honesty, cooperation, professionalism and fairness. Practices and integrates these basic principles in all interactions.

Key Activities/Tasks
- Models these and other principles expressed in campus and University statements in his or her own conduct.
- Be respectful of all reporting relationships.
- Contributes toward the success of others through efforts such as sharing of information, opinions and work product, with direct reports, colleagues, senior leadership of the campus and of OGC, and as appropriate, the larger University community.

Health & Safety: Understands that safety and environmental issues are essential elements of ensuring the continued success of UC Santa Cruz and its employees. Maintains a safe, healthy and environmentally sound workplace.

Key Activities/Tasks
- Be knowledgeable and active in matters pertaining to campus legal staff employee health and safety such as available information and assistance resources.
- Ensures proper administration of policies relating to leaves of absence for campus legal staff.
- Ensures necessary ergonomic evaluations (including on-line self-evaluations) are made available to local legal staff and sound recommendations are implemented.

Resource Management and Financial Budget: Develops strategic goals and objectives to achieve accountability and efficient stewardship of University resources (operational, financial, and human), in a manner consistent with system wide objectives and initiatives.

Key Activities/Tasks
- Monitors and manage total cost of campus legal services.
- Operates within budget allocation for campus legal services and Campus Counsel’s office total budget for staff and program activities.
- Develops annual budget proposal for campus legal services.
- Implements plan to effectively reduce outside counsel costs.
- Initiates process/practice reviews to identify improvements to efficiency, effectiveness and/or cost reductions.
- Provides timely and accurate reports of campus legal activity, as requested by the campus leadership and/or General Counsel.

Qualifications and Skills
- J.D. from an accredited law school and a member, in good standing, of the State Bar of California; passage of the July 2016 bar exam is also acceptable.
- Requires approximately fifteen or more years of complex, high-level experience after receiving law degree, including, preferably, 2 or more years’ experience managing attorneys.
- Experience to include the provision of sophisticated legal advice and counsel reflecting sound judgment, substantive in-depth legal knowledge, and an understanding of complex business transactions.
● Experience is also useful in a wide range of additional areas such as contracts, labor and employment law, real estate development, land use, intellectual property and health care law.

**Desired Requirements**

● Demonstrated experience in change-oriented operational management and people leadership with the capacity to lead and motivate a professional team to meet high client service expectations in an extremely visible organization.
● Commitment to learning the extensive policies and procedures of the University and demonstrate a commitment to the mission of the institution. The higher education environment requires flexibility, creativity, judgment, integrity and comfort dealing with a broad array of legal matters.
● Demonstrated experience providing legal advice to public entities, higher education institutions, corporations and/or sophisticated law firm clients.
● Requires skills to manage tensions between client needs and the system, fulfilling ethical responsibility in difficult, dynamic situations, often with limited information or time.
● Ability to swiftly prioritize matters and to juggle them simultaneously where necessary.
● Ability to facilitate solutions that satisfy needs of stakeholders and gain compromises without damaging relationships.
● Keen understanding of crisis management and the appropriate role of legal counsel in circumstances where campus is facing an urgent safety, operational, or other crisis.
● Possess high integrity as demonstrated by having the ability to make and communicate hard decisions; demonstrated credibility to win support for those decisions.
● Ability to deliver difficult messages in sensitive situations while maintaining trust and strong working relationships with clients and colleagues.
● Ability to lead by influence and consensus, rather than command authority.
● Judgment, tact and diplomacy to partner with senior teams to help them achieve their strategic objectives.
● Outstanding interpersonal skills to interact effectively and develop and maintain productive working relationships with an array of diverse interests, individuals, and constituencies.
● Outstanding verbal and presentation skills, including the ability to communicate clearly, logically, and persuasively during interactions and utilize active listening skills.
● Outstanding written skills as defined by the ability to compose a variety of concise, informative written materials appropriate to a particular audience. Exceptional ability to draft accurate, complete and persuasive legal documents, such as pleadings, legal responses, affidavits, position statements and briefs.
● Ability to represent institutional concerns persuasively to internal and external parties.
● Demonstrated ability to act as a team player in all circumstances, as defined by contributing to the successful outcome of initiatives, accountabilities, and operations of others.
● Demonstrated understanding of ethical issues in a University setting.
● Proven ability to maintain confidentiality with regard to sensitive issues and information and exercise discretion in dealing with sensitive or potentially sensitive topics.

This position is a member of the Senior Management Group, governed by Personnel Policies for Staff Employee (II-64 Termination of Appointment). A Senior Management appointment may be terminated at will and at any time with or without cause.
Special Conditions of Employment

- Work hours beyond the standard 8:00 a.m. – 5:00 work day. Travel (inside and outside of normal business hours) required.
- Successful background checks for:
  - license/certificate/degree critical, and
  - protected/personal/sensitive data critical
- Financial disclosure requirements of the California Reform Act of 1974
- Annual disclosure of outside professional activities
- Mandatory trainings as required by the University of California

To Apply

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Diversity statement

The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, or protected veteran status. UC Santa Cruz is committed to excellence through diversity and strives to establish a climate that welcomes, celebrates, and promotes respect for the contributions of all students and employees. Inquiries regarding the University’s equal employment opportunity policies may be directed to: Office for Diversity, Equity, and Inclusion at the University of California, Santa Cruz, CA 95064; (831) 459-3676.

7/21/2016