

EMPLOYMENT HISTORY

University of California, Irvine:

<i>Associate Provost and Executive Vice Chancellor</i>	2015 – 2020
<i>Board of Directors, Irvine Barclay Theater</i>	2016 – 2020
<i>Board of Advisors, UC Irvine Esports Program</i>	2017 – 2020

University of California, Davis:

<i>Executive Assistant Dean, College of Engineering</i>	2011 – 2015
<i>Director of Budget Planning and Management, Administrative & Resource Management</i>	2008 – 2011
<i>Principal Planner and Budget Analyst, Budget & Capital Resource Management</i>	2003 – 2008
<i>Facilities Officer and Budget Analyst, College of Biological Sciences</i>	2001 – 2003

Prior to UC Davis:

<i>Principal Executive Consultant, Navigant Consulting, Rancho Cordova.</i>	1998 – 2000
<i>Managing Vice President & Chief Financial Officer, Hydrologic Consultants, Sacramento</i>	1994 – 1998
<i>Board Member and Chair (elected), California Water & Environmental Modeling Forum</i>	1995 – 1998

EDUCATION

Master of Business Administration, Finance and Org. Behavior – University of California, Davis
Doctor of Philosophy, Water Resources – Stanford University
Master of Science, Forest Hydrology – University of Georgia
Bachelor of Arts, Political Philosophy – Northwestern University

EXPERIENCE

Leadership, Organizational Development, and Team Building

- Nineteen years at the University of California, in progressively responsible leadership positions. Most recently served as Associate Provost and Executive Vice Chancellor at UC Irvine, a campus with a workforce of 16,000 and an operating budget of \$3 billion. Worked closely with the Provost and Executive Vice Chancellor to oversee all financial, personnel, academic, administrative, and operational aspects of UCI. Collaborated with numerous campus leaders, including the Academic Senate per shared governance principles, to assure implementation of Provost initiatives. Served as communication point for all Provost matters. Represented Provost to diverse campus constituents: deans, faculty, staff, students, donors, and regional officials. Served on the Chancellor's Cabinet.
- Led numerous planning and oversight groups, collaborating with a wide variety of faculty and staff. Negotiated agreements on complex budget allocations and infrastructure investments that aligned with campus strategic goals. Identified shared priorities to create solutions that maximized benefits to team members and their campus units.
- As Executive Assistant Dean at UC Davis, managed all administrative and financial functions for the College of Engineering, a unit with 200 faculty, 160 staff, 4,600 students, and an all-funds budget of \$120 million. Supervised unit directors in financial management and budget planning, human resources, contracts and grants, facilities renovations and maintenance, safety programs, information technology, and strategic communications. Fostered an ethic of service to the academic mission and a culture of collaboration, respect, and inclusivity.
- Extensive experience building cross-unit, high-performing teams. Managed conflicts among program advocates, particularly over competition for resources, through persistent focus on inclusion, program

goals and overall campus mission. Led analytic support work, developed staff task assignments, and established communication protocols for coordinating team efforts.

- Led staff units through periods of organizational change. Evaluated staff responsibilities and business processes to re-align workload with the unit's core mission, collaborating extensively with faculty, staff, and administration. Provided career coaching and created development opportunities for staff through new project assignments. Nurtured a team environment and facilitated resolution of interpersonal conflicts. Established shared service units to deliver enhanced, cost-effective services in IT, purchasing, and HR/payroll.
- Served as Managing Vice President and Chief Financial Officer for a professional services firm. With four partners, grew the company from its initial formation through maturation as a sustainable enterprise. Guided the post-merger integration into a larger corporation. Worked closely with other managers to re-define business relationships and modify organizational structure. Combined two distinct work cultures, aligning staff and business processes.
- Co-founded a non-profit science organization to build relationships between California's scientific and resource management communities, including state agencies, universities, municipal governments, and environmental associations. Served four years on governing board, one year as Chair. Led initial fundraising campaign, guided organizational structure, and directed program development.

Financial Management and Business Processes

- Coordinated annual budget process for a \$3 billion university. Worked with unit leaders – deans, vice chancellors, and vice provosts – to align budget requests with campus priorities. Oversaw fiscal review and recommendations from the provost's budget staff and Chief Financial Officer. Collaborated closely with the Provost and CFO on final allocations.
- Developed financial plans for investments in major strategic initiatives: new schools of Pharmacy and Public Health, a new hospital and outpatient clinic, an interdisciplinary lab building, and an art museum. Worked closely with the Chief Financial Officer to assure fiscal sustainability, balancing use of debt, state funds, reserves, and gifts. Developed long-term forecasts of cash flows, tuition revenue, and clinical income.
- Led all budget planning and fiscal operations for the College of Engineering's \$120M annual budget. Developed long-term budget plans to align with the college's academic goals for strategic growth.
- Oversaw Contracts & Grant staff in support of proposal development to external funding entities and post-award account management and status reporting. Served on leadership board of UC Irvine Esports program, funded through external foundation contracts and corporate sponsors.
- Developed policies for the university to provide mandated services – police, fire, EH&S, utilities – to private buildings located on campus lands. Implemented those policies on public-private partnerships for a housing project and a hotel.
- Served as lead campus budget analyst for Facilities Management, analyzing purchased utilities, budget for physical plant maintenance, internal recharge rates, deferred maintenance funding, utility infrastructure investments and cost control strategies.
- Led planning and program development on the Strategic Energy Partnership, a UC-wide program to improve energy efficiency and reduce carbon emissions by investing in building utility retrofits. Assembled campus implementation teams and developed accountability system for reporting to campus leadership.

Capital Planning, Construction, and Facilities Management

- Represented campus leadership on capital planning teams to construct major new facilities, including academic buildings, student residences, hospitals and medical clinics, and utility infrastructure.

Maintained a collaborative process to include the campus community in capital project planning. Created capital funding plans using state, debt, student-fee, and gift sources. Conducted life-cycle analyses to inform investments in sustainability enhancements and LEED certification.

- Negotiated ground lease agreements on large public-private partnerships: student housing, research labs, administrative offices, faculty housing. Developed terms attractive to real estate development partner while fulfilling the university's need for new facilities with minimal capital outlay.
- Led all planning efforts for relocations of units throughout the campus. Exercised sensitivity to the disruptive effects of uncertainty and change while articulating program benefits to units and the campus.
- Oversaw design, financing and construction of the Leadership in Engineering Advancement, Diversity, and Retention Center, dedicated to improving student retention and supporting student diversity and inclusion in engineering. Collaborated with student groups, staff advisors, and corporate donors to create a welcoming environment for students of diverse backgrounds.
- Developed and implemented multi-phase plans to relocate academic and administrative units from off-campus leased facilities to campus buildings. Negotiated lease termination agreements.
- Prior to UC Davis, provided consulting services to municipal governments throughout California. Evaluated needs for capital infrastructure to support water resource reliability and environmental sustainability. Recommended scope of construction projects with demonstrated public benefits.

Business Auxiliaries

- Evaluated operations, service levels, and financial performance of business auxiliaries, including Continuing Education (extension unit), student housing and dining, bookstore, transportation and parking, and copy services. Worked with unit leaders to revise or restructure, e.g., expand into higher performing programs, outsource operations to a third party, adopt new debt model, or phase out.
- Worked closely with dean of Continuing Education on strategic investments to provide lifelong learning opportunities to alumni and other professionals in the Orange County workforce.
- Evaluated master planning proposals to replace surface parking lots with multi-level garages, matching capacity to forecasted demand per growth projections in campus population. Worked with CFO to develop capital funding plans, with debt service to be funded from parking revenues.

Police and Safety Services

- Served on the four-member Chancellor's Crisis Response Team, which mobilized during campus emergencies to coordinate efforts among the police department, administration, strategic communications, and local governments.
- Worked with campus leaders and the Academic Senate to establish a new Public Safety Advisory Committee, to serve as a link between the Police Department and the UCI community. Monitored the committee's activities.
- Advised the police chief on shared governance principles and how best to engage faculty.
- Advocated for enhanced community outreach by the police force. Funded more officer and student CSO positions to facilitate police participation in community building events.