



**ASSOCIATE VICE CHANCELLOR FOR DEVELOPMENT**  
**UNIVERSITY OF CALIFORNIA SANTA CRUZ**  
**Santa Cruz, California**  
[University of California Santa Cruz](https://ucsc.edu)



The Aspen Leadership Group is proud to partner with University of California Santa Cruz in the search for an Associate Vice Chancellor for Development.

The Associate Vice Chancellor for Development is a pivotal leadership role at the University, working at the highest levels internally and externally to generate philanthropic support for the campus; to cultivate long-term donor relationships; to assure gifts are applied as intended; and to conform all practices to the highest standards of ethical and financial compliance. The Associate Vice Chancellor will be the principal strategist for leadership and major gifts fundraising and will set high standards of performance measurements to achieve campus goals and develop a highly effective and productive development team. The Associate Vice Chancellor will oversee Divisional Development where staff are embedded in the five academic divisions: Arts, Engineering, Humanities, Physical and Biological Sciences, and Social Sciences; Foundation Relations; Planned Giving; and Central Development including regional and campus initiatives.

A global research university, UC Santa Cruz is part of the world's most celebrated system of public higher education, and stands among the most renowned institutions of higher learning. The campus was founded as a bold experiment in higher education, blossoming in a short time into a research and creative powerhouse. United by the pursuit of social and environmental justice and driven by passion and curiosity, its faculty, students, and staff innovate across disciplines; push the envelope of knowledge; and deploy their expertise and voice to advocate for transformative change. UC Santa Cruz is bold in its ideas, determined in its pursuits, and distinguished for its societal impact. It is a proud partner to the many communities it serves and understands its role as an intellectual, creative, and economic engine for the greater Santa Cruz, Monterey, and Santa Clara regions. The campus shares the distinction of being one of only four Hispanic-serving Institutions that are members of the AAU and it is also an Asian American and Native American Pacific Islander serving institution.

University Relations at UC Santa Cruz supports the teaching, research, and public service of the University by building community, engaging ambassadors, and strengthening institutional advocacy. It raises UC Santa Cruz's reputation by promoting the good work of students, faculty, staff, and alumni. It raises private philanthropic resources to support the mission and advancement of the University. The University Relations culture is lively and dynamic; the team values collaboration; and its staff are resourceful, enthusiastic, and hard-working.

## REPORTING RELATIONSHIPS

The Associate Vice Chancellor for Development will report to the Vice Chancellor for University Relations, Mark Delos Reyes Davis. In daily activities, the Associate Vice Chancellor will work closely with the Chancellor, Campus Provost and Executive Vice Chancellor, and Foundation leadership, as well as key volunteers and donors, deans, other senior University Relations personnel, UC Santa Cruz administrators, and staff in the Office of the President. The Associate Vice Chancellor will be a member of the University Relations leadership team, which includes senior staff for units responsible for broad-based constituency programs, public affairs and communications, government relations, and finance and administration, who work together on an integrated approach to achieving short- and long-term development and University Relations' goals.

The Associate Vice Chancellor will directly supervise a number of positions including the Director of Development, Arts; Senior Director of Development, Baskin School of Engineering; Senior Director of Development, Humanities; Senior Director of Development, Physical and Biological Sciences; Director of Development, Social Sciences; Director, Foundation Relations; Executive Director, UCSC Foundation; Senior Director, Planned Giving; and Executive Director, Development.

## FROM THE VICE CHANCELLOR FOR UNIVERSITY RELATIONS

*The Associate Vice Chancellor for Development will have the opportunity to be a thought partner to division and University leadership who are setting the course for the campus for the next 20 years. Applications to UC Santa Cruz from undergraduate students have doubled over the past 15 years and we have leveraged that interest to increase access and focus on equity. Approximately 57 percent of our students are from one or more groups traditionally underserved in higher education—underrepresented minorities, first-generation, and Pell Grant recipients. UC Santa Cruz has been recognized by U.S. News and World Report as one of the top five public universities in the country for student social mobility. Our work supports extraordinarily talented students—and campus community members take pride in the impact they have on future generations of scholars—ones more diverse, passionate, and talented than any before them.*

*As we prepare to launch the University's second comprehensive campaign, the Associate Vice Chancellor will help lead the development field teams in partnership with the campus partners to match resources to ideas that will advance access to a high-quality undergraduate educational experience while amplifying our significant research enterprise. The Associate Vice Chancellor will help enhance the philanthropic culture of the campus—partnering with deans and University leadership in better engaging its stakeholders in the important work of the University. The Associate Vice Chancellor will have the opportunity to expand the donor base and shore up the pipeline of the next generation of donors and supporters. New dollars to the University really have impact. Every dollar counts at UC Santa Cruz. No gift is wasted or unappreciated by the students and faculty.*

*We will have recruited approximately a third of the division's team in the last year, providing an extraordinary opportunity to help create the work culture of the future and advance the division's commitment to diversity, equity, and inclusion; and what that means in a field that relies heavily on raising support from some of the most privileged amongst us. We are looking for candidates who do great work, and we hope they come from a number of different backgrounds and experiences. We aspire to build an increasingly diverse, equitable, and inclusive workplace. We encourage you to apply even if you do not believe you meet every qualification for the position but possess transferable skills and experiences.*

– Mark Delos Reyes Davis, Vice Chancellor for University Relations

## **UNIVERSITY OF CALIFORNIA SANTA CRUZ'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

Diversity is a defining feature of University of California Santa Cruz and is embraced as a source of strength. Differences—of race, ethnicity, gender, religion, sexual orientation, gender identity, age, socioeconomic status, abilities, experience, and more—enhance UC Santa Cruz's ability to achieve its core missions of public service, teaching, and research. The University welcomes faculty, staff, and students from all backgrounds and wants everyone at UC to feel respected and valued.

The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the State's history into the present. Diversity, a defining feature of California's past, present, and future, refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance.

Because the core mission of the University of California system is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees. The State of California has a compelling interest in making sure that people from all backgrounds perceive that access to the University is possible for talented students, staff, and faculty from all groups. The knowledge that the University of California is open to qualified students from all groups, and thus serves all parts of the community equitably, helps sustain the social fabric of the State.

Diversity should also be integral to the University's achievement of excellence. Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

### **PRIMARY RESPONSIBILITIES**

The Associate Vice Chancellor for Development will

- implement high level, personalized cultivation and solicitation programs to strengthen and advance vital campus initiatives and campaigns;
- lead and strategically plan, manage, and implement the strategic planning process for the University's comprehensive campaigns, and work with campus leadership and development staff in the evaluation of campaign-readiness, development of volunteer leadership, and case for support;
- collaborate and provide leadership and guidance to Directors of Development to formulate effective divisional fundraising strategies and objectives necessary to accomplish goals;
- oversee and manage leadership giving, divisional development initiatives, and special fundraising campaigns, while developing and managing a personal portfolio of major prospects;
- manage and implement central development functions including major and planned gifts, and research, and campaign planning and implementation;
- prepare short- and long-term business and fundraising plans;
- serve as the senior fundraising professional for the campus, responsible for directing a successful fundraising operation;

- work closely with the Vice Chancellor, Chancellor, Foundation leadership, Provost and Executive Vice Chancellor to plan, direct, and coordinate their roles in top-level development strategies; and
- serve as Vice President of the UC Santa Cruz Foundation.

## UNIVERSITY LEADERSHIP

### **Cynthia K. Larive** **Chancellor**

As the 11<sup>th</sup> Chancellor of the University of California at Santa Cruz, Cynthia K. Larive leads an institution known throughout the world for its interdisciplinary approach to research for the public good, and for its commitment to social and environmental justice. Since its founding fewer than 60 years ago, UC Santa Cruz has been on an unprecedented trajectory, with its faculty advancing world-changing research and establishing its reputation as one of the most innovative, collaborative, impactful institutions in higher education. It is a place where ideas are converted into action, and action into real, transformative change.

UC Santa Cruz, which enrolls 19,000 students, joined the Association of American Universities in 2019 and the Association of Pacific Rim Universities in 2020, remarkable achievements that underscore the impact and quality of the campus' research as well as the breadth and caliber of its graduate and undergraduate teaching. UC Santa Cruz also shares the distinction of being the youngest member of the esteemed 66-member AAU and is one of only four members that is also a Hispanic-serving institution. Additionally, underscoring the school's reputation for positive change, UC Santa Cruz was named the No. 3 public university in the nation for students focused on making an impact on the world in the Princeton Review's latest college rankings.

A common thread throughout Larive's career has been her commitment to student success, inclusion, and equity. She has led programs for undergraduate research and curricular innovation and has written extensively on active and experiential learning and mentoring. She has personally mentored 30 doctoral and master's students, and she has been active in encouraging the participation and success of women and other underrepresented groups in the STEM fields.

Upon her arrival in Santa Cruz in 2019, she immediately prioritized improving graduation rates and eliminating graduation gaps for low-income and first-generation students, and for students from groups traditionally underrepresented in higher education. She elevated the role of the campus Chief Diversity Officer, and restructured the Office of Student Affairs and Success to align with her goals.

She also has been a booster of regional economic development, fostering the University's relationship with Startup Sandbox, the premier local technology incubator, and launching the new Innovation and Business Engagement Hub to give potential industry partners and supporters a clear point of entry to the campus innovation ecosystem. She serves as a member of the board of directors of the California Campus Compact, the Monterey Bay Economic Partnership, and the Silicon Valley Leadership Group.

An accomplished bioanalytical chemist, Larive came to UC Santa Cruz from UC Riverside, where she was Provost and Executive Vice Chancellor. As Provost, she was responsible for the academic enterprise, managing large-scale initiatives as well as the daily operations of the Riverside campus. Over her career at UCR, she served in a variety of other leadership roles including Vice Provost for Undergraduate Education, Divisional Dean of Physical Sciences and Mathematics, and interim Dean of the College of Natural & Agricultural Sciences.

Larive has authored more than 155 publications, and has received funding to support her research from the National Science Foundation, National Institutes of Health, U.S. Department of Agriculture, Environmental Protection Agency, and a range of foundations and corporate grant makers.

She is a fellow of the American Association for the Advancement of Science and the American Chemical Society, and has received campus and national awards for her teaching, research and leadership.

Larive is a first-generation college graduate, earning her bachelor's of science from South Dakota State University and her master's from Purdue University, both in chemistry. She earned her Ph.D. in analytical chemistry from UC Riverside while raising daughters Erin and Megan with husband Jim.

### **Lori G. Kletzer**

#### **Campus Provost and Executive Vice Chancellor**

Campus Provost and Executive Vice Chancellor Lori Kletzer, UC Santa Cruz's chief academic officer and chief operations officer, is responsible for providing vision and guidance to the senior leadership team as it works to fulfill its campus mission and reach its strategic goals. She works closely with Chancellor Cindy Larive, and is the administration's primary liaison with the University's Academic Senate.

Kletzer's priorities include supporting faculty in their teaching, research, creative scholarship, and service; ensuring the academic needs of students are met; seeking new support and resources for the academic mission; growing commitment to serving a diverse student population; and fostering an inclusive community for students, faculty, and staff.

Kletzer is a labor economist. Her most recent research focuses on the domestic labor market effects of globalization and policy responses. She has been affiliated with UC Santa Cruz since 1992, and has contributed to campus as chair of the economics department, Academic Senate Chair and Vice Chair, and Vice Provost and Dean of Graduate Studies. She was Provost and Dean of faculty at Colby College from 2010 to July 2017. She earned her Ph.D. in economics from UC Berkeley and her undergraduate degree from Vassar College.

### **Mark Delos Reyes Davis**

#### **Vice Chancellor for University Relations**

Mark Delos Reyes Davis was appointed Vice Chancellor for University Relations July 13, 2020. Prior to his appointment, Davis served as the Associate Vice President for University Advancement at Carnegie Mellon University since 2016, and directed CMU's \$2 billion comprehensive fundraising campaign.

At Carnegie Mellon, Davis helped build the campaign infrastructure and oversaw the public launch. He coordinated campaign activities among CMU's seven colleges and schools. Working closely with administrative and academic leaders as well as university trustees, he led CMU's efforts to identify strategic fundraising priorities, and develop and implement strategies for the campaign's top donor prospects. Davis has spent more than two decades in higher education administration with responsibility for driving a wide range of initiatives including executive communications, alumni relations, and development. He has served as senior adviser to two university presidents and has overseen enrollment management, international relations and campus master planning. He holds a master's degree in International Relations from Tsinghua University (Beijing) and a bachelor's degree from Northern Arizona University.

### **Richard F. Moss**

#### **Chair, UC Santa Cruz Foundation Board of Trustees**

Born and raised in Los Angeles, Richard Moss attended UC Santa Cruz where he designed his own interdisciplinary major in the Modern Society and Social Thought Program. He received a master's degree in history in 1986 from the University of Chicago, and then his Juris Doctor degree in 1990 from Loyola Law School. After passing the California bar exam, Moss associated himself with Fierstein & Sturman Law Corporation in Century City. In 1995, he started his own law firm. Then in October 1997, he co-founded Rubin & Moss, LLP, a real estate law partnership in Santa Monica. In January 1999, Moss left to join Moss

Group as a Principal and Executive Vice President, and was promoted to President in 2001. He is also involved in numerous community and charitable activities. A resident of Brentwood, Richard is married to Bettina E. Moss, a licensed clinical social worker and UC Santa Cruz alumna.

### **PREFERRED COMPETENCIES AND QUALIFICATIONS**

University of California Santa Cruz seeks an Associate Vice Chancellor for Development with

- substantial, progressively responsible management and fundraising experience;
- experience in strategically planning and implementing a multimillion-dollar fundraising campaign;
- experience in managing a multifaceted development program, including major and deferred gifts;
- familiarity with the issues facing higher education, especially their impact on the public research university;
- management, communication, and interpersonal skills to effectively build a team, and to represent UC Santa Cruz to internal and external constituents; and
- an ability to support and contribute to the University's commitment to diversity, equity, and inclusion.

A bachelor's degree is required for this position as is ten years of fundraising or relevant, transferable resource development experience, including building, managing, and mentoring teams.

### **SALARY & BENEFITS**

The University of California Santa Cruz offers a competitive salary and comprehensive package of [employee benefits](#).

### **LOCATION**

This position is located in Santa Cruz, California.

### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of University of California Santa Cruz and the responsibilities and qualifications stated in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

*To apply for this position, visit:*

[Associate Vice Chancellor for Development, University of California Santa Cruz.](#)

*To nominate a candidate, please contact Anne Johnson:*

[annejohnson@aspenleadershipgroup.com](mailto:annejohnson@aspenleadershipgroup.com).

*All inquiries will be held in confidence.*