

# UC SANTA BARBARA

Search for the Associate Director of Building Maintenance Services  
University of California, Santa Barbara  
Santa Barbara, California

The University of California, Santa Barbara (UCSB) seeks an experienced and collaborative leader to serve as its next Associate Director of Building Maintenance Services (Associate Director). Reporting to the Director of Facilities Management (FM), the Associate Director supervises, develops, and directs the superintendents for all skilled trades staff and supports a team committed to delivering exceptional customer service to the UCSB community. The Associate Director will oversee the physical plant maintenance and repair work for 168 instruction, research, recreational, and institutional support facilities covering over 4.1 million gross square feet of maintained space across a world-class institution to ensure facilities are safe, secure, and energy efficient.

UCSB is known for its entrepreneurial spirit, culture of collaboration, and impressive slate of interdisciplinary research. A designated Hispanic-Serving Institution and an Asian American Native American Pacific Islander-Serving Institution, UCSB ranked second for economic mobility in the *New York Times* list of “Top Colleges Doing the Most for the American Dream” and is among the top public universities in the nation, according to *U.S News and World Report*. In the 2023-2024 academic year, UC Santa Barbara enrolled about 22,000 undergraduate and 3,000 graduate students across five colleges and professional schools. UCSB offers the benefits of a premier research university and an intimate undergraduate learning experience. The University is situated along the idyllic Santa Barbara and Goleta Coastline; the campus sits on a bluff overlooking the Pacific Ocean and is bordered by the Santa Ynez Mountains.

The Associate Director will be joining the Division of Design, Facilities & Safety Services, a division with an impressive reputation at UCSB, to continue to their good work while being creative with limited resources. Upon arrival, the Associate Director will take the time necessary to learn about the various needs of the team and campus community, find efficiencies and deficiencies with assessments, and then thoughtfully lead the Superintendents in setting and executing work plans and priorities, ensuring they tend to the highest needs while maintaining a high level of communication and transparency to improve and maintain relationships and customer service across the university. The team will be looking to this Associate Director to provide stable and strategic leadership, as the role has been largely vacant in the last couple of years after the previous Associate Director was promoted to the Director of Facilities Management, and he has held both roles intermittently for some time. The Associate Director will address a set of key opportunities and challenges, listed below and detailed in this document:

- Determine key priorities and a clear vision that will ensure a high level of service across the physical plant and world-class facilities

- Develop partnerships with key stakeholders across campus through effective communication and transparency
- Cultivate a culture of accountability, cost containment, and continuous improvement
- Foster a positive work culture focused on developing, recruiting, and retaining staff

The executive search firm Isaacson, Miller is assisting the University of California, Santa Barbara with this important search. All inquiries and nominations should be directed to the search consultants, while applications should be submitted via the UCSB job portal, as indicated at the end of this document.

## **ABOUT UC SANTA BARBARA**

UCSB has five colleges and schools: the College of Letters & Science, the College of Engineering, the College of Creative Studies, the Bren School of Environmental Science and Management, and the Gevirtz Graduate School of Education.

UCSB is experiencing an exciting period of growth. In 2021, the University broke ground on the first building dedicated to classroom space since 1967. The four-story project for this academic building, featuring state-of-the-art spaces and learning technology, opened in Spring of 2023. Aiming to fulfill its [Long Range Development Plan](#), UCSB has embarked upon planning to add 3500 new student beds by the fall of 2029. The campus estimates its deferred maintenance backlog over \$700 million. The backlog encompasses 50 state supported facilities, plus administrative support facilities, infrastructure, and roads.

UCSB has been a global leader on green initiatives for decades. In 2002, the Donald Bren School of Environmental Science & Management completed its 85,000 sq. ft. building; the first laboratory building in the U.S. to receive a Platinum Leadership in Energy and Environmental Design (LEED) certification awarded for new construction by the United States Green Building Council (USGBC). UCSB adopted a green building practice of its own, requiring that Campus buildings programmed after July 1, 2004 undergo external certification by the USGBC and achieve a minimum of a LEED Silver rating. The LEED minimum rating on campus for new buildings was raised from Silver to Gold for buildings approved after July 1, 2012. Since then, UCSB has been continuously working to make the campus a premier model for sustainable practices across departments, making it an even more attractive place to study and work.

UCSB operates as one of ten campuses in the University of California system, the world's preeminent public university network. In addition to the Santa Barbara campus, the UC System comprises campuses in Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, and Santa Cruz. UCSB is the third-oldest campus in the University of California System, after Berkeley and UCLA. The system is recognized nationally for its sustainable practices and initiatives. In 2013, the UC system announced the Carbon Neutrality Initiative, which commits UC buildings and vehicle fleet to emitting zero greenhouse gasses from all direct and some indirect emissions by 2045.

To learn more about UCSB, please visit <http://www.ucsb.edu>.

## **ABOUT THE DESIGN, FACILITIES & SAFETY SERVICES DEPARTMENT**

The mission of all [Design, Facilities & Safety Services](#) (DFSS) units is to design, build, operate, maintain, and renew the physical environment required to support the University's instructional, research, and public service mission and to assure UCSB is at the forefront of world-class universities. Since 2016, DFSS has been led by Associate Vice Chancellor Renée Bahl, who has also been focused on further developing the division's sustainability practices and diversity, equity, and inclusion initiatives. It is DFSS's goal to create and maintain one of the most attractive campuses in the world and ensure long-term preservation of the investment in facilities and equipment while providing exceptional service to the campus community. DFSS has four units: Business and Financial Planning, Design and Construction Services, Facilities Management, and Environmental Health and Safety.

## **ABOUT THE FACILITIES MANAGEMENT DEPARTMENT**

The mission of FM is to support UCSB commitment to higher education and research by providing campus operations and maintenance services to the core campus. FM operates, maintains, and improves physical assets of the campus in a professional manner while promoting sustainability and stewardship. FM is committed to:

- Encouraging a work environment where each employee is empowered to take initiative on the job
- Establishing a team approach to ensure that employees work productively and efficiently together
- Encouraging open communication, with a goal of breaking down communication barriers between all UCSB employees
- Welcoming constructive review of management's vision, programs and actions

FM is made up of five units: Custodial Services, Grounds & Landscaping, Energy & Engineering, Physical Plant, and the Service Center, which includes a stockroom of \$1.5 million in inventory and the operation of a campus owned and operated 66kV electrical substation and 12.47kV electrical distribution system. The department includes over 240 staff, the majority are represented by unions (SX-AFSCME, TX-UPTC and K8-Teamsters 2010 unions). FM uses an online work order ticketing system called WebTMA, which was implemented in the last four years, and manages the completion of approximately 20,000 work ticket requests annually.

## **ROLE OF THE ASSOCIATE DIRECTOR**

The Associate Director provides oversight, direction, and management of the daily operations of maintenance and repair work and is the point of contact and maintenance manager for the campus. This involves the management, long-range planning, organization, coordination, oversight, and/or performance of multiple operational activities and services for one or more buildings, including general maintenance, specialized facility systems and operations including access control, call center triage and

tracking of repair services, development of procedures, policies and communications related to infrastructure and safety. The Associate Director determines objectives, directs programs, develops strategies and policies, manages human, financial, and physical resources, and functions with a high degree of autonomy. They are responsible for managing, preparing, administering, and directing facilities management resources, ensuring goals are met and cost containment by meeting deadlines and effective problem solving. They also proactively assess risk to establish systems and procedures to protect organizational assets and determine strategies for a program with organization-wide impact.

The Associate Director supervises the Superintendents for all skilled trades staff, managing staff development, forecasting staffing needs, and ensuring accountability. The Associate Director ensures a high level of collaboration with units across the University to lead project management oversight for repairs and services, including deferred maintenance projects, write specifications and administer contracts in accordance with UC policies, and communicate with internal and external stakeholders to maintain project efficiency and timeliness. This includes working closely with Project Managers, Energy Manager, Business Officers or Management Service Officers (MSOs), Deans and Assistant Deans, Department Heads, Environmental Health & Safety, the Campus Fire Marshall, and many other key department contacts and communicating frequently with Project Managers and/or departmental staff to ensure projects are completed correctly and on schedule. The Associate Director works closely with superintendents to ensure repair and maintenance quality control, regulatory compliance-related activities, reviews Design & Construction Services projects, and to resolve quality control items.

The Associate Director's direct reports include seven superintendents overseeing Carpentry and Lock, Plumbing, Electrical, Paint, Life Safety Services, Preventative Maintenance, and Heating, Ventilation, and Air Conditioning (HVAC). The unit includes 70-plus staff and budget oversight of approximately \$5.7 million, a deferred maintenance (DM) budget of \$5 to \$10 million, and a recharge budget of approximately \$6 million. The Associate Director also oversees, prioritizes, estimates, and tracks open state-supported deferred maintenance projects of \$150-plus million and open high priority DM projects that are campus-supported around \$25-30 million.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSOCIATE DIRECTOR**

Reporting to, and working closely with the Director of Facilities Management, the Associate Director will address the following opportunities and challenges:

### **Determine key priorities and a clear vision that will ensure a high level of service across the physical plant and world-class facilities**

The Associate Director will be joining a team eager for leadership, providing ripe ground for the Associate Director to cultivate the team around a new vision for the unit with clear priorities, industry best practices, and a culture of accountability and customer service to best tend to the needs of the campus now and well into the future. The Associate Director will be tasked with managing limited resources wisely,

developing their team to ensure a high level of service and responsiveness, and ensuring the development and continuous improvement of the physical plant, with the goal of furthering UCSB's reputation as a world-class, sustainable university. The Associate Director will establish short- and long-term goals for the department, based on ongoing data and assessments, and identify opportunities for more efficient and effective processes, including reducing the number of open work tickets. This will involve being creative with limited resources and strategic in categorizing requests, as there is a high demand for services with limited staffing and resources. With success, the Associate Director will communicate and build relationships across campus to best manage partnerships and expectations, encourage a culture of customer service and accountability among their team, maintain safety, and meet the needs of customers through prioritization.

### **Develop partnerships with key stakeholders across campus through effective communication**

Working in close coordination with campus stakeholders, including Project Managers, Business Officers, Deans/Assistant Deans, Department Heads, and many other key department contacts, the Associate Director will build and maintain strong relationships through proactive and effective communication, especially during times of backlog, to manage expectations and confirm a commitment to service. This will entail serving as a thought partner to departments to understand their various needs and the level of urgency around those needs to effectively prioritize projects and provide regular updates for departments, ensuring the mission of UCSB is at the center of prioritization. This will require the Associate Director to assess internal operations of staffing levels and processes by soliciting feedback regularly and working closely with Superintendents to track, execute, and communicate progress regularly. By cultivating a culture and environment of customer service through communication and transparency among the team and across campus, the department will be well-equipped to build trust to best support and maintain the physical plant and the great work of faculty and staff at UCSB.

### **Cultivate a culture of accountability, cost containment, and continuous improvement**

The Associate Director will work closely with Superintendents to evaluate the unit's effectiveness and regularly make adaptations as needed to ensure they continue to serve as a highly responsive unit focused on customer service, cost containment, continuous improvement, and the efficient execution of projects. This will require the Associate Director to understand how each of the units is responding to set priorities and open work tickets, and supporting Superintendents with the necessary training around processes that will provide some consistency and effective systems for prioritization across the departments. In order to maximize efficiency and cost-savings, the Associate Director will evaluate internal and external service options and collaborate with staff and outside contractors to create a workflow that benefits the entire campus and offers high-quality customer service and accountability.

### **Foster a positive work culture focused on developing, recruiting, and retaining staff**

As Santa Barbara has a high cost of living, recruiting and retaining staff is a challenge across the university, and especially within the trades. The Associate Director will be expected to continue to cultivate a healthy work environment that attracts and retains staff, provides ongoing development and training, and encourages a supportive, safe and collaborative workplace. Through exceptional leadership and partnership with Superintendents, the Associate Director will promote a culture of accountability and recognizing the good work of staff, especially as they continue to increase their reputation as being a customer-focused department. The Associate Director will maintain a positive attitude to inspire the team, cultivate a sense of shared purpose, incentivize creativity and innovations, and help ensure the resources they need to best support their work, advocating for resources and staffing when possible.

### **QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will have 7-9 years of relevant experience in facilities management and/or skilled trades within the scope of this portfolio and 3-5 years of relevant management experience. A Bachelor's degree in engineering, construction, architecture, planning, management, public administration, or other relevant field is required.

The Associate Director will also have many, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- Extensive knowledge of energy, utilities, building systems, and facilities management;
- Values and delivers high quality, professional, responsive and innovative service to all customers;
- A record of building positive partnerships with others to achieve organizational results;
- Experience in directly or indirectly managing a large, diverse, and complex workforce that includes trades, and/or administrative workers in a collective bargaining and non-represented environment;
- Proven experience motivating teams, promoting team building, and fostering cooperation in leadership and management roles;
- Proven experience in financial management and budget oversight;
- A record of fostering 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;
- Proven success in managing work requests in an efficient process;
- Excellent planning, problem-solving, organization, and project management skills;
- Clearly and effectively shares information both orally and in writing;
- Commitment to the highest ethical and professional standards;
- Commitment to a culture of safety and prioritizing safety training;

- Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Effectively plans for change and deals with setbacks through flexibility and resilience.
- Demonstrates patience, tolerance, and adaptability when dealing with ambiguous situations and in navigating the complexities of an organization to get things done.
- Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.
- Demonstrates understanding and appreciation for the mission and vision of UCSB.
- Demonstrated knowledge of or ability to learn quickly the organizational, systemwide and governmental policies, procedures, and regulations, including CA Building Code, The Americans with Disabilities Act, Federal and State Occupational Safety and Health Administration regulations, Leadership in Energy and Environmental Design, and more.

### **COMPENSATION AND LOCATION**

The anticipated annual compensation range for the position is \$162,000-\$182,000. This range takes into account the wide range of factors that are considered in making compensation decisions, including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience.

Located 100 miles up the coast from Los Angeles, Santa Barbara is famous for its natural beauty, intellectual vitality, and thriving cultural scene. The city and its surrounding area provides boundless opportunities for outdoor activities including cycling, hiking, surfing, kayaking, swimming, and running. The Santa Barbara metropolitan area attracts visitors from around the world for its cultural reputation, with resources such as the Santa Barbara Museum of Art, the Santa Barbara Symphony, and the Music Academy of the West. Additional cultural resources include two world-class botanical gardens, a Museum of Natural History, and a zoo. With its expansive beaches, breathtaking vistas, and world-class hotels, restaurants, and wineries, Santa Barbara is consistently ranked among the best places to live in California and nationally. To learn more about Santa Barbara and the surrounding region, please see [www.santabarbara.com](http://www.santabarbara.com).

### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process. Applications should be submitted via the UCSB job portal: [https://careerspub.universityofcalifornia.edu/psp/ucsb/EMPLOYEE/HRMS/c/HRS\\_HRAM\\_FL.HRS\\_CG\\_SEARCH\\_FL?Page=HRS\\_APP\\_JBPST\\_FL&Action=U&FOCUS=Applicant&SiteId=31&JobOpeningId=71515&PostingSeq=1](https://careerspub.universityofcalifornia.edu/psp/ucsb/EMPLOYEE/HRMS/c/HRS_HRAM_FL.HRS_CG_SEARCH_FL?Page=HRS_APP_JBPST_FL&Action=U&FOCUS=Applicant&SiteId=31&JobOpeningId=71515&PostingSeq=1). Inquiries, nominations, and referrals should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-california-santa-barbara/associate-director-building-maintenance-services>.

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