

CHIEF OF POLICE



UC SANTA CRUZ

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UNIVERSITY OF CALIFORNIA, SANTA CRUZ

A statewide search is underway to attract highly qualified candidates for an exciting opportunity to be the new Chief of Police for the University of California, Santa Cruz (UCSC). During this special and challenging time in policing, this is a rare and incredible opportunity to lead the University of California Police Department (UCPD), one of the nation's top universities. UCSC seeks a Chief dedicated to providing a safe and secure environment for teaching, research, and public service through patrol, rapid response to calls for service, investigations, education, and implementation of contemporary crime prevention strategies.

The Chief of Police serves a vital role in the safety and security on campus and will have significant law enforcement leadership experience with the ability to build trust through relationships. Additionally, the Chief of Police understands and values working with students, faculty, staff, and other constituents at the University. Importantly, this top professional will also provide leadership to officers and staff as the campus reimagines approaches to public and campus safety. The Chief will also be able to anticipate future challenges; and inspire others with a collaborative and engaging style.



About University of California, Santa Cruz

Founded in 1965, the University of California, Santa Cruz (UCSC) consistently ranks as a premier research institution whose commitment to progressive higher education, social justice, and sustainability can be felt throughout the campus. The University's major research strengths include astronomy and astrophysics, genomics, linguistics and natural language processing, international economics, and marine and ocean sciences.

UC Santa Cruz has a three-fold purpose: (one) to provide equitable access to world-class undergraduate and graduate education, (two) to conduct cutting-edge, high-impact research, and (three) to serve the public good in social justice, diversity, equity, inclusion, and sustainability. It boldly approaches challenges and opportunities, while keeping its eye on the objectives – helping students achieve their dreams, serving the public, and advancing life-changing discovery.

UCSC is one of ten campuses in the University of California system. Located 75 miles south of San Francisco at the edge of the coastal community of Santa Cruz, the campus lies on 2,001 acres of rolling, forested hills overlooking the Pacific Ocean and Monterey Bay.

Founded in 1965, UC Santa Cruz began as a showcase for progressive, cross-disciplinary undergraduate education, innovative teaching methods, and contemporary architecture. While still retaining its reputation for strong undergraduate support and student political activism, it has evolved into a modern research university with a wide variety of both undergraduate and graduate programs. The residential college system, which consists of ten small colleges, is intended to combine the student support of a small college with the resources of a major university.



Mission, Vision, & Values

Mission

The University of California, Santa Cruz Police Department is committed to cultivating a transparent, accountable, and collaborative environment embracing the broad diversity of our stakeholders to protect the life and property of our community.

We develop and maintain a well-trained and properly equipped police agency – an agency that is innovative and dedicated to fostering an environment that encourages dialogue, compassion, commitment, service and integrity.

We are a community resource that shares in the responsibility to recommend and deliver preventative measures to minimize potential risk and enable a timely and effective response to incidents and emergencies.

We are committed to serving all individuals, promoting diversity and operating in a manner that safeguards the university's academic and research mission so that all members of the campus community are able to actively engage in UC Santa Cruz's distinctive living-learning environment.

Vision

To meet the challenges of tomorrow, the vision of the University of California, Santa Cruz Police Department is to actively engage in a comprehensive, evidence-based, community-oriented policing model that pursues excellence, and fosters, maintains, and protects the trust of our dynamic community.

We respect the broad diversity of our colleagues and community and strive to cultivate a safe and secure environment where our students, faculty, staff and visitors can learn, engage and discover.

We will adhere to the highest standards, and develop a creative and forward-thinking workforce, that is professional, and dedicated to serving with a level of excellence that exemplifies integrity, and demonstrates respect for each individual.

To make this vision a reality, we must emphasize, enable, and support the professional development of our employees, and supply them with emerging technologies, police strategies and tactics to effectively safeguard public safety, university resources, and individual rights.

Everything that we do individually and collectively to accomplish our public safety mission, will be done in accordance with the UC Statement of Ethical Values and UC Santa Cruz's Principles of Community.



Mission, Vision, & Values *continued*

Values

We Value Human Life. Our highest priority will always be the protection of human life. We are committed in using all reasonable means to prevent injury to the public.

We Respect All Members Of The Community. Valuing human life, we are committed to delivering high-quality customer service in a compassionate, courteous, fair, responsive, and professional manner for all individuals regardless of the reason for the contact. Our actions must be ethical so there can be no question or suspicion among the community about our integrity. We will maintain our integrity to keep personal, political, or religious views from affecting our actions.

We Are Dedicated To Preserving and Advancing The Rights Of All Individuals. We respect and protect the rights of all individuals as guaranteed by the United States and the California State Constitution. We will not be biased by the opinions being expressed nor by race, gender, sexual orientation, physical disabilities, appearances, religion, or political affiliation.

We Recognize That Our Department Members Are Our Greatest Asset and We Support Their Professional Development. We embrace the wide diversity of our members by fostering a workplace based on mutual respect that reflects an appreciation of the unique qualities of each individual who contributes to the overall good of our team. We maintain high standards of training and expertise in order to know and use the most effective techniques for enforcing the law and maintaining order, as well as develop a safe and secure environment for our community.

We Are Responsible and Accountable. We strive to maximize our delivery of quality customer service, at minimum costs. We effectively manage our resources with collaboration and open communication with our community. We admit our mistakes and take responsibility for our actions as we strive to continuously enhance the trust and support of our community.

We Are Committed To Open and Honest Communication. Adopting community service as the overarching philosophy of the organization, we are dedicated to Community Oriented and Problem-Oriented Policing strategies. We encourage and empower individuals to act in partnership with the Police Department on issues of crime and quality-of-life issues. We understand the need to collaborate with our community to increase the public's understanding of law enforcement actions and meet their expectations. We seek the input of our community and department members and involve their input in the decision-making process.

We Believe In Crime Prevention. We are dedicated to providing a highly visible presence as well as use effective technology to deliver preventative measures and minimize potential risk to the community.



Overview of Position and Responsibilities

Reporting to the Associate Vice Chancellor of Risk and Safety Services, the Chief of Police leads all public safety efforts and is responsible for protecting life and property, maintaining security and order, and preserving the general welfare of the campus community. The Chief manages and coordinates all police activities including patrol, investigation, records, law enforcement, crime prevention, and detection as well as department conformance to the California Commission on Peace Officers Standards and Training (POST). Additionally, the UCPD is responsible for all law enforcement services, including maintenance of order, crime prevention and education programs, emergency preparedness and incident response, community policing, and participates in mutual aid agreements with neighboring law enforcement agencies and other UC campuses statewide. The Police Department also has responsibility for Emergency Management, Police Student Ambassador Program, crime prevention, and physical security systems. The Chief coordinates and ensures the provision of services for the main campus and for university facilities and programs at off-campus sites, including Santa Clara, Scotts Valley, Santa Cruz city, and Monterey Bay locations.

The Chief of Police has the added responsibility for the safety of the campus community during first amendment assemblies, campus emergencies, special events, criminal threats, dignitary protection, and other incidents that may affect the normal working operations of the campus.

Currently there are a total of 39 staff (25-sworn; 14-non-sworn) in the Police Department.

In August 2021, the UC Office of the President (UCOP) released the final version of its **UC Community Safety Plan** along with a **letter** and **video** message to the university community from UC President Michael V. Drake. The Community Safety Plan offers a new, welcome vision for the provision of campus and community safety.



Overview of the Ideal Candidate

The next UCSC Chief of Police must possess a broad and deep understanding of national best practices concerning comprehensive campus law enforcement operations, modern technology, and organizational and staff development in an expansive campus environment.

UCPD is transitioning to a community policing framework to prioritize safety and wellbeing and forge a stronger connection to the campus community it serves. The Chief should be an experienced leader capable of managing complex situations and staffing, committed to customer service at the highest level, possessing a deep understanding of current issues in community engagement and 21st century policing, and equipped to contribute strategically and operationally at a research institution. With the ongoing national conversation around police violence, law enforcement reform, and racial injustice, the new Chief must be prepared to proactively and collaboratively address these issues with transparency, fostering a culture of civil discourse and mutual understanding throughout the UCSC community.

UCSC is committed to identifying a qualified and dedicated individual who can promote, uplift, and develop the UCPD staff/team, prioritize departmental processes and procedures, systematically build trust within the university and local communities (with particular attention to students), and work proactively in tandem with the student body, the administration, the faculty, the local community, the staff of the UCPD, and other surrounding law enforcement agencies to progressively, innovatively, and comprehensively move the program to the next level.

The new Chief of Police at the University of California, Santa Cruz will face the following opportunities, priorities, and challenges:

- Upon arrival, the new Chief should prioritize quickly getting to know the officers and other departmental staff as individuals, learn their specific needs and career goals, ascertain and understand the various responsibilities they perform and roles they play, be available at all times, provide comprehensive professional development opportunities and support for all, and oversee the ongoing promotion of a strong, cohesive team. These efforts should provide continuing emphasis on increasing officers' knowledge and skills of best practices in higher education policing, as well as serve to improve morale, promote confidence, and develop trust across the department. The Chief should also be willing to strategically organize the department to maximize strengths, encourage unity and participatory management, and forge a shared vision among all sworn and civilian members of UCPD.
- It will be essential that the Chief of Police commit to a comprehensive culture of collaboration and partnership, as well as clear and transparent communication, within UCSC and across campus. The University is committed to building strong, healthy, and mutually supportive relationships as a foundation of the campus culture, and strong collaboration is an absolute necessity in all endeavors to ensure success. The Chief and UCPD engage with a vast number of entities and constituencies including students, faculty, staff, administration, departments, community members and local and state agencies, so it will be crucial that the Chief quickly reach out across each of these areas to maintain previous relationships and continuously build new, mutually beneficial partnerships that foster ongoing positive interactions. It will significantly benefit the Chief to conduct a listening tour early in their tenure to gather as much input as possible within UCPD, across campus, and in the greater Santa Cruz community. These connections are essential to assess the real needs of constituents, provide exceptional programs and services for the campus, and ensure that UCPD is known for its customer and student-centered approach at all times.

Overview of the Ideal Candidate *continued*

- Diversity, equity, inclusion, and social justice are core values of the University of California community, and the Chief of Police should be a leader in supporting, understanding, embracing, and nurturing these concepts, both internally to UCPD and externally from the department into the campus and surrounding Santa Cruz area. There are many underrepresented populations throughout UCSC, and the UCPD must be a model for maintaining a strong sense of equity and support at all times. With many marginalized communities represented at UCSC, and given the national conversation around policing and racial inequalities, the Chief will be expected to engage, empathize, and devise collaborative solutions for underrepresented groups on campus and beyond.

Education, Experience, and Certifications

Education:

- Bachelor's degree in the field of administration of justice, or Bachelor's degree and relevant experience and training is required. Advanced degree preferred.

Experience:

- Highly experienced in performing all aspects of police officer, sergeant of police and lieutenant of police functions.
- Advanced knowledge of the law, regulation, and University policy regarding community policing strategies and law enforcement functions.
- Advanced knowledge of modern policing issues, philosophies, practices, and trends as applied within the University environment.

Required Certifications will include:

- Possession of a POST Supervisory certificate and successful completion of the probationary period as a lieutenant;
- Ability to successfully earn the POST Management certificate by completing a POST-certified 104-hour management course within one year of appointment and serving as Chief of Police for a period of two years;
- Ability to successfully earn the POST Executive certificate by completing a POST-certified 80-hour executive development course and serving as Chief of Police for a period of two years;
- Ability to successfully complete other training or prerequisites as required by regulation, law, or policy.

Education, Experience, and Certifications *continued*

Special Conditions of Employment:

- Background investigation including successful medical and psychological evaluation including drug screening is required.
- Meet all other requirements for peace officers and the rank of Chief of Police as established by law and the California Commission on Peace Officer Standards and Training (POST).
- Importantly, the University will not hire officers or any campus safety personnel with felony convictions or other legal restrictions on the ability to carry firearms or to perform other work responsibilities or any sustained findings of misconduct related to moral turpitude, sexual harassment, bias, discrimination, or any other finding determined by a court of law, or who resigned while under investigation.



Salary and Benefits

Salary will be competitive and commensurate with qualifications and experience with an anticipated salary range of up to \$230,000 currently under review and will be dependent on qualifications (DOQ). A full complement of benefits including retirement will be offered for this position. Further information may be obtained from Ralph Andersen & Associates.

Overview of the Process / Timeline

This is a confidential process, specifically through the early stages of the process, in order to solicit a broad and diverse pool of highly qualified applicants. During the final stages of this recruitment, the Finalists will be introduced to University Leadership and other stakeholder groups through a variety of on-site meetings and panel interviews.

This recruitment will be conducted under the guidance of a well-represented Search Committee facilitated by Ralph Andersen & Associates. The charge of the Search Committee will be to review, select, and interview a top tier of qualified candidates in mid-May using video technology. Following this step, two rounds of Committee and Community Interviews will be held with three to four finalist candidates during the last week of May (ideally one or two days beginning on or around May 23 – June 9, 2022). This will include introductions to Chancellor Cynthia Larive and Associate Vice Chancellor for Risk and Safety Services, Clement Stokes as well as others in a leadership role on the UCSC campus.

Preliminary background and verifications will be conducted by Ralph Andersen & Associates. References will be contacted only after mutual interest has been established. Additionally, a State of California POST Background will be required for the top selected candidate.

Ideally, the new Chief of Police will join the University of California, Santa Cruz in July/August 2022 or upon a mutually agreed upon date. Every effort will be made to accommodate a smooth transition for the select candidate to join the UCSC Leadership Team.



How To Apply

Electronic submittals are required to apply@ralphandersen.com and should include (1) compelling cover letter; (2) comprehensive resume; and (3) diversity statement by **May 25, 2022**. To be in full compliance with a complete application and to meet the diversity requirement, applicants must provide a brief statement on career and professional contributions to diversity, equity inclusion, and belonging.

When you join the team at UC Santa Cruz, you can expect to be part of an inclusive, innovative, and equity-focused community that approaches higher education as a matter of social justice which requires broad collaboration among faculty, staff, students, and community partners. In deciding whether to apply for a position at UC Santa Cruz, you are strongly encouraged to consider whether your values align with our [***Principles of Community***](#).

Confidential inquiries and questions regarding this career opportunity should be directed to Ms. Heather Renschler, Project Director or Chief Daniel Hahn (ret.), Co-Project Director at (916) 630-4900. Alternatively, an appointment may be requested by sending an email to scheduling@ralphandersen.com. Denote UCSC in the subject line.

EEO 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.

COVID-19 VACCINATION REQUIREMENT

The University of California has issued a policy requiring employees to be fully vaccinated against COVID-19 before physically accessing the University location or programs. Upon hire, you will be provided detailed instruction on how to comply with this policy.

[***www.ucsc.edu***](http://www.ucsc.edu)