

SSLC Shared Services Forum

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Vice President, University of California Systemwide Shared Services

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Speaker Profile



2026 - Present – VP Systemwide Shared Services, UC

2025 – 2026 – Interim VP Systemwide Shared Services, UC

2021 - 2025 – UCPath Executive Director

2016 – 2021 – Director, National Finance Center

2011 – 2016 – Deputy Director, National Finance Center

2008 – 2011 – Head of Business Banking, HancockWhitney Bank

2004 – 2008 – Director of Business Banking Marketing and Product Management, HancockWhitney Bank

2000 – 2003 – Technology Innovation Manager, HancockWhitney Bank

1998 – 2000 – President/CEO Total Business Solutions

1996 – 1998 – Director of Bankcard Operations, Hibernia National Bank

1990 – 1995 – Manager, Federal Reserve Bank



UCPath – Who We Are

UCPath

- P – Payroll
- A – Academic Personnel
- T – Timekeeping
- H – Human Resources

RASC

- R – Retirement
- A – Administration
- S – Service
- C – Center

Systemwide Shared Services

UNIVERSITY OF CALIFORNIA **UCPath**



UNIVERSITY OF CALIFORNIA Retirement Administration Service Center

SWSS – Who We Are

On October 1, 2025, UCPath and RASC officially realigned under the new Systemwide Shared Services (SWSS) business unit in UC Operations to more effectively serve our active and retired employees by strengthening efficiency and collaboration, better aligning leadership expertise, and creating opportunities to leverage shared tools, systems, and best practices.

The new SWSS business unit is a combined organization of more than 675 career employees and contract staff with an annual budget of approximately $186M.

The SWSS business unit is responsible for implementing a “one-stop” service model to support employees—from hiring to retirement—while enhancing operational consistency and positioning the organization for sustainable growth and service expansion.

Who We Are

UCPath is the University of California's shared services center in Riverside, CA, that manages the payroll, benefits and other human resources transactions for more than 265,000 UC employees working across ten UC campuses, six academic health systems, three national labs and more.

UCPath was established to consolidate more than 20 legacy payroll, benefits, human resources and personnel system environments across UC campuses, medical centers, laboratories and other locations into a single cloud-based PeopleSoft platform.

UCPath is the largest payroll, HR systems and benefits administration shared services organization in U.S. higher education.

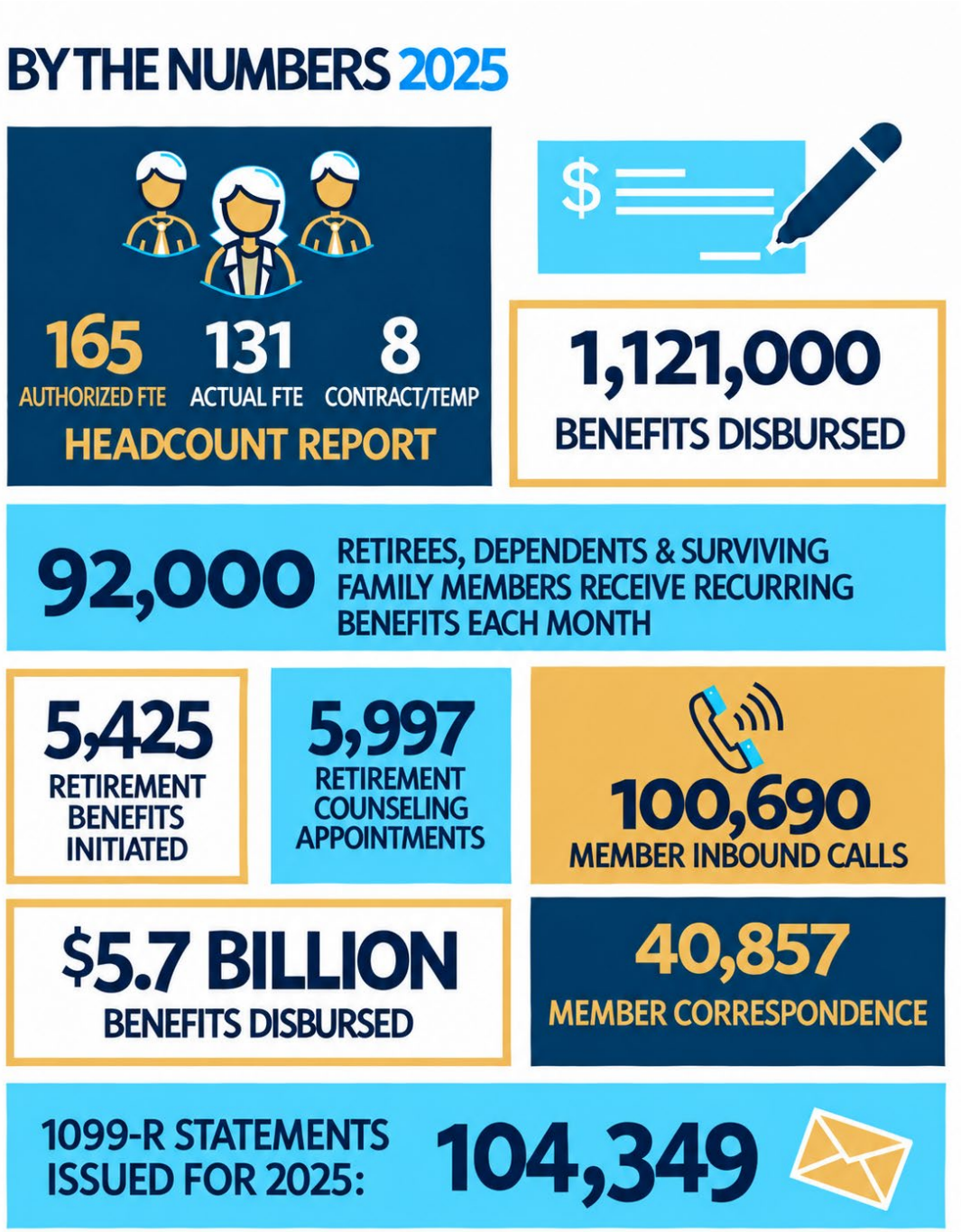


Who We Are

RASC, located in Oakland, CA, counsels members of the University as they transition into retirement and provides long-term pension and retirement health benefits support to approximately 265,000 UC employees and 100,000+ existing retirees, survivors, dependents and contingent annuitants from across the UC System.

RASC offers personalized guidance on pension benefits, retirement planning and other related matters.

RASC's goal is to empower UC members with both the initial transition and ongoing retirement consultation by providing timely, accurate and compassionate support, ensuring a smooth and fulfilling retirement experience.



The Systemwide Shared Services Vision

SWSS Vision

To be the *PREMIER* HR systems, payroll, benefits and retirement administration shared services provider in U.S. higher education.

RASC Vision

Empowering the UC community towards lifelong financial well-being through trusted guidance, exceptional care and personalized service.

UCPath Vision

To be the premier HR Systems, payroll, and benefits administration shared services provider in U.S. higher education.

UCPath – Who We Are



With a total staff of more than 540 (career and contract), UCPath is the largest HR systems, payroll and benefits administration shared services organization in higher education in the U.S., based on number of employees serviced.



UCPath was created to consolidate multiple UC Payroll & Personnel System (PPS) instances into a single, cloud-based PeopleSoft software suite.



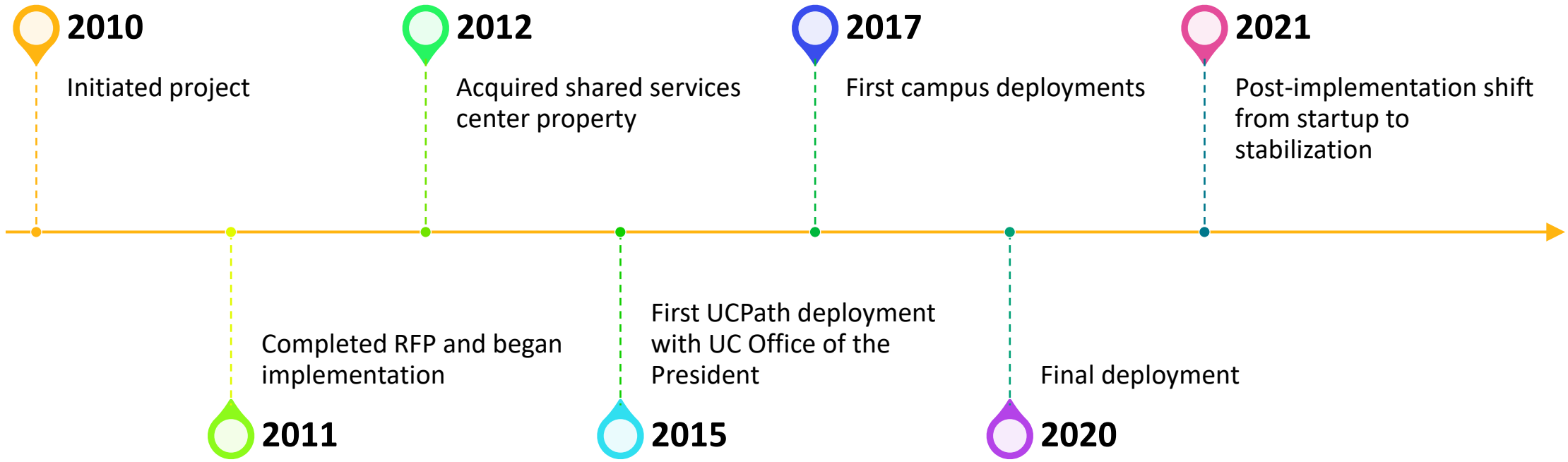
UCPath provides core human resources systems, payroll services, benefits administration, and financial services to the entire UC system.



UCPath's singular purpose is to effectively serve the more than 265,000 employees from the 20 UC campuses and health systems, Office of the President, Agriculture and Natural Resources, Associated Students of UCLA, UC Law San Francisco, and Lawrence Berkeley National Lab.

THE IMPLEMENTATION

The Road to UCPath



POST IMPLEMENTATION





















THE PATH TO VALUE DRIVEN ENTERPRISE

Moving from Startup to Steady State Shared Services





Immediate Priorities

1. Establish effective communications and partnerships with the UC stakeholder community to understand and address their concerns
2. Spearhead an operational transformation to stabilize UCPath operations and transition from a startup to a steady-state organization.
3. Utilize data-driven analyses as both predictive and prescriptive tools for operational efficiency initiatives and story telling.
4. Develop and execute a roadmap to improve the customer experience and achieve service targets while minimizing risk across the enterprise
5. Gain approval for a budget that provides for full staffing and funding for UCPath roadmap initiatives

Immediate Priorities - continued

6. Re-align the UCPath organizational structure to effectively service the UC employee population.
7. Intentional shift from an IT Project focus to a business needs driven organization.
8. Institute a cultural and organizational transformation framework that reinforces the reality that the sole reason UCPath exists is to support the UC stakeholder community

Strategic Goals

Goal I- ~~Stabilize~~ Optimize Business Operations

Goal II- Create Value for Stakeholders

Goal III- Be an Employer of Choice

3Ps

Processes

People

Perceptions

Transforming Stakeholders into Advocates

1. Need to make it a priority tackle the biggest problems first!
   a. Stakeholder “pain points” are your priorities.
   b. Can’t “boil the ocean” so need a focused plan of attack.
   c. Need actual data to challenge the “myths” about service and performance.
2. Have to implement a mindset shift from an inward focus on what you do and how you do it, to a “service” (stakeholder) focus at the center of everything you do.
3. Stakeholder engagement is absolutely critical.
4. Be transparent and solicit honest critiques of how you are doing.
   a) It will be painful, but don’t be defensive; Own when things are going poorly.
5. The transition won’t happen overnight; it will take time.
6. You win over naysayers to become advocates one interaction at a time!

Questions?