



## Opportunity and Challenge Profile

Search for the Chancellor  
University of California, Berkeley  
Berkeley, California

The University of California, Berkeley (UC Berkeley), the world's premier public research institution, invites nominations and applications for the position of Chancellor. Reporting to Janet Napolitano, President of the University of California System, the Chancellor oversees all areas of operation for UC Berkeley, which enrolls nearly 38,000 students, employs roughly 1,642 full-time and 630 part-time faculty members and 8,820 staff members, and has an endowment of roughly \$4 billion. The next Chancellor will work in collaboration with stakeholders across the campus and beyond to lead this unique institution into a new era of excellence.

The University of California was chartered in 1868, and its flagship campus—envisioned as a “City of Learning”—was established in Berkeley, on a hill overlooking the San Francisco Bay and the Golden Gate. Today, UC Berkeley—commonly called Berkeley or Cal—has grown into one of the world's most distinguished institutions of higher education, ranking as the top public university in the nation by *U.S. News and World Report* for 19 consecutive years. Building upon a history of distinction, Berkeley continues to be recognized for the quality of its faculty and students, the scope of its research and publications, and the leading role it plays in the national dialogue regarding the future of public higher education in America. The University offers more than 10,000 undergraduate and graduate courses in approximately 300 degree programs, and typically produces more Ph.D.s than any other U.S. research university. Together with its peers in the University of California, Berkeley shares a public mission to serve the people of California through teaching, research, and service; its researchers are working toward solutions to 21<sup>st</sup>-century challenges like climate change, poverty, social inequality, human disease, technology and society, and a myriad of other important issues.

UC Berkeley has remarkable strengths—including its location in one of the most diverse cities in the world, with proximity to Silicon Valley and the broader Bay Area industry; its world-class research facilities and tradition of innovation; a campus culture marked by a proud history of academic independence, progressivism, and protest; its membership within the UC System, a network of outstanding public institutions that spans the state; and its location on the Pacific Rim, with boundless opportunities for international partnerships. The campus has faced complex issues throughout its history, and the present is no exception, but the resiliency of its constituents combined with the strength of its legacy endures. The next Chancellor will work with stakeholders across the institution to tackle its evolving challenges and ensure that UC Berkeley remains one of the world's centers of academic excellence and discovery.

The successful Chancellor will be a bold, visionary academic leader who can bring focus to UC Berkeley's vision and purpose while adapting the institution's operations to its current budgetary situation. Qualified candidates should have demonstrated leadership skills in a large, multifaceted organization and have a deep knowledge and appreciation for a rigorous academic and research environment. The ideal candidate must have an astute understanding of higher education trends, particularly as they relate to public institutions, and possess a strong commitment to teaching, research,

service, and scholarship. This individual should have a record of transparency and meaningful inclusion in decision making processes, and the capacity to raise philanthropic funds as well as secure tuition, government, and foundation support. Consistent with UC Berkeley's values, this person must have a resounding civic and community orientation and a demonstrated commitment to and track record of advancing diversity and inclusion for students, faculty, and staff.

This profile was prepared by the Search Advisory Committee and adapted from the UC Berkeley website and other University communication materials, with the goal of providing prospective candidates and those aiding in the nominating process with background information about UC Berkeley and an outline of the Chancellor's role. A list of the qualifications and characteristics desired in the Chancellor can be found on page nine of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed on page 10.

### **About the University of California System**

The University of California traces its roots to the mid-19<sup>th</sup>-century San Francisco Gold Rush, when two local educators started a preparatory school, Contra Costa Academy, in the nascent town of Oakland. The small school evolved to become the College of California, which in 1868 was merged with the state's incipient Agricultural, Mining, and Mechanical Arts College to establish the University of California. This small institution—envisioned to “contribute even more than California's gold to the glory and happiness of advancing generations”—was relocated to a new campus a few miles to the north of Oakland, in a sunny location that the University's founders named after George Berkeley, an Anglo-Irish Anglican Bishop, for the suitability of his poetic verse “westward the course of empire takes its way.” After the federal Morrill Act established a national system of research stations to foster teaching and research related to agriculture, UC Berkeley became the first state-run Agricultural Experiment Station and the first land-grant college in California.

In nearly 150 years since its founding, the University of California (UC) has evolved into the world's preeminent public university system, with an annual operating budget of more than \$29 billion. The UC today comprises ten campuses—Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara—which collectively enroll more than 234,000 students. The UC also operates five medical centers, as well as three affiliated national laboratories, including Lawrence Berkeley National Laboratory, Lawrence Livermore National Laboratory, and Los Alamos National Laboratory. Together, the UC System's institutions employ more than 208,000 faculty and staff and are supported by more than 1.6 million living alumni working around the world. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout the state. A 2011 report found that the UC generates about \$46.3 billion in economic activity in California and contributes about \$32.8 billion to the gross state product annually. Every dollar a California taxpayer invests in UC results in \$9.80 in gross state product and \$13.80 in overall economic output.

Two major features in the historical development of the University of California distinguish it from other major public research universities. The first is the University's unusual status as a constitutionally designated public trust—a designation shared by only five other major public universities. Governed by a 26 member Board, UC is designated as the State's primary academic research institution and provides undergraduate, graduate, and professional education. UC is given nearly exclusive jurisdiction in public higher education for doctoral degrees and for instruction in law, medicine, dentistry, and veterinary medicine, positioning it as the State's public research University. The second point of distinction is the University of California's tradition of shared governance: the concept that faculty should share in the responsibility for guiding the operation and management of the University, while preserving the authority

of the University's governing board, the Regents, to ultimately set policy. This tradition of shared governance is also deeply held by students and staff across the system.

In 2013, Janet Napolitano, former Secretary of Homeland Security and two-term Governor of the State of Arizona, became the 20<sup>th</sup> President of the UC System. Continuing her legacy of leading large, complex organizations at the federal and state levels, President Napolitano has launched a series of initiatives to reinforce the University of California's public mission. Under her leadership, the UC Office of the President (UCOP) has developed programs to expand student opportunity, including programs that support students from historically black colleges and universities to pursue graduate degrees, streamline the transfer of students from California's community colleges and from campuses of the California State University system to UC campuses, and expand efforts to attract top postdoctoral scholars and support UC undergraduates and graduates to pursue academic opportunities and professional careers focused on public service. President Napolitano also spearheads the Global Food Initiative, which harnesses the UC's resources to promote sustainable nutrition for the world; recently launched the Innovation and Entrepreneurship Initiative, which promotes an entrepreneurial culture across the system and better links it with the communities it serves; and the Carbon Neutrality Initiative, which marries a groundbreaking commitment to achieve carbon neutrality system-wide by 2025 to providing scalable solutions to help California and the world bend the curve on climate change.

To learn more about President Napolitano and the Office of the President, please see <http://www.ucop.edu/president>. For more about the UC System and the Presidential Initiatives, see <http://universityofcalifornia.edu>.

### **About UC Berkeley**

As the University of California has expanded across the state, the flagship campus at Berkeley has maintained its prominence within the system and among public universities around the world. Today, Berkeley is home to more than 27,000 undergraduate students and 10,000 graduate and professional students, enrolled across Berkeley's 14 schools and colleges. Berkeley's academic programs consistently rank among the best in the world, and six of its graduate programs—in Chemistry, Computer Science, English, History, Public Policy, and Sociology—ranked No. 1 in the nation in a recent ranking of graduate schools by *U.S. News and World Report*. Berkeley ranks first among U.S. universities in the number of highly ranked graduate programs, according to the latest findings from the National Research Council (NRC).

Berkeley's colleges and schools include the Walter A. Haas School of Business; College of Chemistry; Graduate School of Education; College of Engineering; College of Environmental Design; Graduate Division; School of Information; Graduate School of Information; School of Law; College of Letters and Science; Division of Arts & Humanities; Division of Biological Sciences; Division of Mathematical & Physical Sciences; Division of Social Sciences; Undergraduate Division; College of Natural Resources; School of Optometry; School of Public Health; Richard & Rhoda Goldman School of Public Policy; and the School of Social Welfare. UC Berkeley also has an extension program that offers more than 2,000 courses each year, including online courses, along with more than 75 professional certificate programs and specialized programs of study.<sup>1</sup>

At the heart of UC Berkeley's preeminence are its faculty members, who are highly distinguished researchers and scholars and leading experts in their fields. The current UC Berkeley faculty includes seven Nobel Prize winners (among 22 total in its history), three Fields Medal winners, and four Pulitzer Prize winners, as well as three A.M. Turing Prize winners, 33 MacArthur Fellows, 77 Fulbright Scholars,

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<sup>1</sup> See Appendix I for more information about the schools and colleges.

125 Sloan Fellows, 234 members of the American Academy of Arts and Sciences, 15 National Medals of Science, 42 members of the American Philosophical Society, and 141 members of the National Academy of Sciences (among many other accolades).

In 2015-2016, researchers at UC Berkeley were awarded \$673.9 million in research funding, including \$370 million from federal sources, \$63.3 million from industry, \$108 million from state and government, \$115.3 million from non-profits, and \$17.3 million from the University of California. UC Berkeley is a leader in research addressing a variety of societal-scale issues. The campus's researchers are tackling climate change, whether by developing energy-efficient fuels or shaping policy for the future. A focus on global issues is another hallmark of Berkeley, as a variety of international and area studies centers and institutes support research on every region of the world.<sup>2</sup> Berkeley is a leader in computing and data science, and the campus's proximity to Silicon Valley and national centers of innovation puts it at the epicenter of advances in biotechnology, digital health, and big data. The Bay Area is also at the forefront of innovations in integrated health delivery, healthy communities, and health policies. Recently, Berkeley announced it will partner with UC San Francisco and Stanford University in a new medical science research center funded by a \$600 million commitment from Facebook CEO and founder Mark Zuckerberg and pediatrician Priscilla Chan.

## **Students**

Berkeley is a highly selective public university, with about 17% of applicants admitted. Berkeley attracts a diverse student body; roughly 18% of undergraduate students and 11% of graduate students are from underrepresented groups (African American, Chicano/Latino, and Native American/Alaska Native).<sup>3</sup> Sixteen percent (16%) come from families in which neither parent has a four-year college degree. More than two-thirds of undergraduates (68%) receive some form of financial aid, and 33% of all undergraduates are eligible for Pell Grants.<sup>4</sup> Around \$40 million in privately funded undergraduate scholarships—and \$16 million in graduate fellowships—were given to students in 2014–15. Students benefit from access to a world-class faculty: the student-to-faculty ratio is roughly 17:1, and around 73% of undergraduate classes have fewer than 30 students.

Students at UC Berkeley are civically active and engaged, and their vast interests are reflected in the wide range of clubs and student organizations. The campus offers more than 1,200 student clubs and organizations, from student government to advocacy groups to public service organizations. The Associated Students of the University of California, also known as ASUC, is the officially recognized student government of Berkeley; it is a highly active organization whose impact and involvement on student issues sets the standard for campuses across the nation. Berkeley also has a thriving Greek life with dozens of fraternity and sorority chapters. The California Golden Bears, Berkeley's athletic teams, compete in the Pac-12 Conference, and Cal fields 30 men's and women's teams and has more than 850 student-athletes; the University has won more than 79 national championships.

UC Berkeley also stands apart for its strong tradition in activism, progressive ideals, and public service. The history of protest dates back to the 1920s, when faculty fought for a greater degree of shared governance, and continued during student protests against fascism in the 1930s and through organizing

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<sup>2</sup> International and area studies centers and institutes include the Center for African Studies; Institute of East Asian Studies; Institute of European Studies; Institute of International Studies; Center for Latin American Studies; Center for Middle Eastern Studies; Institute of Slavic, East European and Eurasian Studies; Center for South Asia Studies; and the Center for Southeast Asia Studies. For more information, see <http://vcresearch.berkeley.edu/international>.

<sup>3</sup> For more facts and figures about diversity at UC Berkeley, please see <http://diversity.berkeley.edu/reports-data/diversity-data-dashboard>.

<sup>4</sup> Tuition and fees for in-state students total \$13,509 annually, while out-of-state tuition and fees are \$40,191; room and board for undergraduates is approximately \$14,388.

during the Cold War. The spirit of protest reached a pinnacle during the Free Speech Movement of 1964, when students protested limitations on their political activities on campus. This paved the way for future engagement around social issues like gender equality, enhancement of disability services, and reform of academic curriculum to include racial and ethnic studies. The UC Berkeley community has also maintained a global orientation and dedication to public service: Berkeley has produced the most Peace Corps volunteers—more than 3,600—of any university, and the UC Berkeley Public Service Center engages roughly 6,000 students each year as volunteers in the community.

## **A Tradition of Shared Governance**

The Berkeley Division of the Academic Senate represents Berkeley faculty in the shared governance of the University of California. As mandated by the Board of Regents, the faculty is empowered to determine academic policy; set conditions for admission and the granting of degrees; authorize and supervise courses and curricula; and advise the administration on faculty appointments, promotions, and budgets. This delegated authority makes the UC Academic Senate unique among faculty governments. The Berkeley Division formulates positions on campus and system-wide issues through a deliberative process that includes standing committees, Divisional Council, and plenary meetings of its Senate membership. Senate leaders also consult regularly with their administrative counterparts.

The spirit of shared governance on campus also extends to the Berkeley administration's work with students and staff. While student leadership on key issues facing the campus can emerge from every corner of the campus, the ASUC is the officially recognized student association at Berkeley. Known as one of the largest and most autonomous student organizations in the nation, the ASUC is an independent 501(c)3 nonprofit organization separate from University governance. In addition to controlling funding for student clubs and organizations, providing resources and student programming, overseeing commercial activities and student services including the Cal Student Store and Lower Sproul Plaza in partnership with the ASUC Student Union, the ASUC advocates for students on a University, local, state, and national level and represents the student body on campus administrative committees.

Staff engagement with issues facing the campuses similarly occurs in a variety of ways. The Chancellor's Staff Advisory Committee exists to ensure that the University's leaders receive input from staff on issues, policies, and programs that affect the staff experience. The campus also is home to the Berkeley Staff Assembly, which is part of the Council of UC Staff Assemblies (CUCSA), the system-wide body representing staff interests.

## **Current Context**

Like many other public universities across the nation, the UC has been challenged to adapt to a new financial environment. Eighty seven percent (87%) of Berkeley's \$2.5 billion annual budget comes from tuition, research funding, and philanthropy. Berkeley's endowment generated \$131.2 million in payout to the campus in 2014–15, and public-private partnerships are vital to the University's operations: nearly 63,400 donors—including alumni, parents, corporations, and foundations—gave more than \$462 million in private gifts and pledges in the 2014–15 fiscal year.

During the past year, administrators and faculty members have worked together to shape a strategic plan to address a structural budget deficit of approximately six percent (6%) of the operating budget, or about \$150 million. These efforts followed a planning and analysis process that had been led by Berkeley's administration, in partnership with Academic Senate leaders, since the summer of 2015. The goal is to achieve a balanced budget by 2019-20. This past year, the campus successfully reduced that deficit by more than \$40 million and has developed plans to reduce it by an additional \$50 million in 2017-18. All

campus divisions are planning and implementing cost savings while also developing revenue-generating programs.<sup>5</sup>

In May of 2014, President Napolitano and Governor Jerry Brown announced a historic agreement that provides UC with significant new revenue over an extended period of time, providing increased support to the University and welcomed financial predictability. This came at the end of a challenging period for the University, with state general fund appropriation to the University of California dropping by about one third over the five years beginning in 2007-2008. The agreement provided for a four percent (4%) base budget increase for each of four years following the agreement; a one-time infusion of \$436 million over three years for UC's pension obligation from funds set aside under Proposition 2; and an allocation in 2015-2016 of \$25 million for deferred maintenance.

In recent months, UC Berkeley has also dedicated \$2.5 million toward improved response to sexual harassment and sexual violence on campus. Investments have been made in campus offices that investigate and adjudicate on student conduct cases, improving education and training to prevent sexual misconduct, and providing more resources to campus centers to provide psychological support and counseling to victims. The Chancellor's Senate/Administration Committee on Sexual Violence and Sexual Harassment was formed in April 2016, tasked with reviewing and making recommendations for improving all campus services, policies, and practices relating to the prevention, remediation, adjudication, and sanctioning of sexual violence, harassment, and assault against students, staff, and faculty on the UC Berkeley campus. The Committee's recommendations will be finalized in the Fall of 2016. Berkeley is deeply committed to supporting and promoting a safe campus where all members can meet their fullest potential.

On August 16, 2016, Dr. Nicholas Dirks announced that he was stepping down as UC Berkeley's 10<sup>th</sup> Chancellor. Despite the controversies during Chancellor Dirks' tenure, there have been a number of successes that should be lauded, including initiatives in data science, an expanded partnership with UCSF, new global initiatives, and fundraising successes of \$462 million in 2014 and \$479 million in 2015. Chancellor Dirks will join the faculty as a full-time professor in anthropology. Previously, he served as Columbia University's executive vice president for arts and sciences.

### **About the Office of the Chancellor**

The Chancellor reports to the President of the University of California and serves as a peer and partner to the Chancellors of the other UC campuses. The Chancellor is the Chief Executive Officer of the Berkeley campus and exercises broad, delegated authority. The Chancellor is responsible for all aspects of campus administration, including administrative functions, such as human resources, information technology, and budgeting; and academic services, such as academic affairs, curriculum development, student services, and student recruiting. In addition, the Chancellor also plays a vital external role, serving as a spokesperson in diverse external forums and as a partner to a wide range of public and private institutions.

Positions in the senior administration include the Executive Vice Chancellor and Provost (EVCP); Vice Chancellor for Administration and Finance; Vice Chancellor for Research; Vice Chancellor for Equity and Inclusion; Vice Chancellor for Student Affairs; Associate Vice Chancellor for Communications and Public Affairs; Assistant Chancellor for Government and Community Relations; Chief Campus Counsel, Office of Legal Affairs; Associate Vice Chancellor for Information Technology and Chief Information Officer; Vice Chancellor for Development and Alumni Relations; and Chief Audit Executive and Risk Management Director.

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<sup>5</sup> For more information, see <http://chancellor.berkeley.edu/deficitreduction>. To learn more about the UC Berkeley budget, see <http://budget.berkeley.edu/>. For an overview of the UC budget, see [http://www.ucop.edu/operating-budget/\\_files/rbudget/2015-16budgetforcurrentoperations\\_.pdf](http://www.ucop.edu/operating-budget/_files/rbudget/2015-16budgetforcurrentoperations_.pdf).

## **Key Opportunities and Challenges for the Chancellor**

The University has exceptional potential to provide leadership in the development of innovative education and discovery that will dramatically and positively improve the lives of citizens across the state, the nation, and the globe. To meet its potential, it must continue to expand the size, scope, and impact of its research enterprise and academic programs, while also remaining adaptive and innovative in a highly competitive environment. The Chancellor will lead the University to achieve this vision by working with a variety of internal stakeholders, as well as with outside partners, to create a cohesive organizational infrastructure that supports and inspires members of its community wherever they work and empowers them to succeed. To meet these goals, the Chancellor must address several key challenges and opportunities, which are detailed below:

### ***Embrace and embody Berkeley's role as the global standard bearer of excellence and access in public higher education***

The next Chancellor will lead the campus to further refine its model of academic preeminence and to serve the diverse citizenry of California. This individual must rally the campus' many internal and external constituents around a bold, creative, encompassing vision, which puts access and comprehensive academic excellence at the forefront, and collaboratively set the intellectual priorities and the strategic plan that will move UC Berkeley forward. The Chancellor must think strategically about how to make a decentralized organization more coordinated, streamlined, and efficient while maintaining intellectual distinction and preeminence.

### ***Lead UC Berkeley to financial sustainability while maintaining its strong traditions of academic excellence, access, and shared governance***

In order for UC Berkeley to reach its next level of excellence, the Chancellor must address the current budget deficit in a comprehensive, actionable way. The next leader must identify a balanced and achievable cost/revenue distribution plan centered on strategic budgeting and revenue growth based on expanded philanthropy, the development of new programs, tuition, research funding, and other sophisticated revenue generating strategies. This individual must think creatively about capital planning and real estate, particularly in terms of the impact of the deferred maintenance needs of the campus, as well as embrace the challenges and opportunities that come along with intercollegiate athletics in the context of a premier research university. Moreover, the Chancellor must be quick to understand the diverse viewpoints of the campus community and be decisive as well as articulate about directions to be taken.

### ***Exemplify and bolster UC Berkeley's commitment to excellence with diversity, equity, and inclusion***

Integral to UC Berkeley's mission, the next Chancellor must serve as a champion and advocate for diversity and inclusion initiatives, and ensure that UC Berkeley remain an engine for social mobility. This person must work to increase student, staff, and faculty diversity and retention through meaningful outreach, strategic mentorship, and engagement. The Chancellor should be results-oriented with respect to diversity and inclusion initiatives, recognizing that both pieces must be in place to support and promote a welcoming and supportive campus culture for all. The Chancellor must demonstrate both recognition of and commitment to the positive value that promoting, building, and maintaining diverse populations among all of the stakeholders brings to the campus.



***Foster a culture that promotes collaboration and innovation in teaching, research, and service***

Vital to the continued excellence of the University, the Chancellor must create an environment where the campus can recruit and retain world class faculty who continue to enhance UC Berkeley's standing with respect to research and scholarship. This will perpetuate UC Berkeley's position as the most highly ranked public institution in the world, effective at competing with the very best Ivy League and private research institutions. The next Chancellor must also work with stakeholders to develop new graduate and professional programs and maintain excellence of the graduate student population in all schools. For this to be achieved, the Chancellor must support and further develop a robust infrastructure and culture to support scholarship across and between the disciplines, and recognize and encourage staff contributions to these efforts.

***Ensure an exceptional student experience while supporting growing enrollment***

The Chancellor must put students at the center and continue to support and promote UC Berkeley's graduate and undergraduate educational mission. They must manage increases in enrollment without sacrificing academic excellence and success, while attending to challenges with student services, particularly campus housing, improving both access and quality. This person must create an open, welcoming, and supportive environment for all students, regardless of race, gender, socioeconomic status, religion, sexuality, etc.

***Strengthen and deepen relationships between administration, faculty, staff, and students***

It is imperative that the next Chancellor understand who Berkeley's stakeholders are and engage them in a substantive, meaningful manner. This person must embrace collaborative decision-making and transparent communication that will lead to increased trust and improved morale. Additionally, the Chancellor will oversee improvements to the internal communications design and infrastructure to communicate more effectively with the many diverse constituencies that make up UC Berkeley. Given the distinctive history and orientation of the campus, the Chancellor should amplify its public nature and mission, as well as its legacy of student activism and engagement. The Chancellor will and must be visible to and in the community and in doing so, embrace Berkeley's activist ethos.

***Recruit and retain an effective and experienced leadership team, and further invest in a strong staff foundation***

Given the number of senior leadership roles currently being filled by interim placements, the Chancellor must think strategically about key senior hires that complement the Chancellor's own strengths and appropriately fill any gaps. The Chancellor must recognize, mentor, retain, and advance talent at all levels, and provide visible leadership that values the staff contribution to campus operations and makes staff work meaningful.

***Serve as an effective external ambassador, thought leader, and collaborative partner***

The Chancellor will play a significant external role, and must strengthen communication and outreach at all levels—locally, nationally, and internationally. They must grow, strengthen, and leverage current partnerships and add new ones, engaging with alumni in a variety of settings and helping to foster their desire and willingness to give back to their alma mater. This person must effectively and forcefully articulate how alumni and friends of the University can most effectively support Berkeley, as well as expand international outreach and impact through a number of different well thought-out strategies. The Chancellor must work collaboratively with system leadership toward common goals, and serve as a model



within the University of California system to clearly articulate its value to the economy of California, the United States, and the world.

### **Qualifications and Experience**

The Chancellor position requires a leader with vision, breadth, and drive; academic distinction; demonstrated executive management ability; and interpersonal skills to lead and inspire diverse constituents working across a large, complex, decentralized enterprise. The Chancellor must possess a clear vision for how UC Berkeley can combine research, teaching, and service to fulfill its mission, with a continuing emphasis on diversity. The Chancellor should have a manifest understanding and appreciation for shared governance; a record of securing significant financial resources; and proven ability to establish and maintain constructive linkages with external constituents and alumni. The Chancellor will also possess many if not all of the following qualifications and characteristics:

- A track record of leadership that harmonizes with UC Berkeley's traditions of excellence and shared governance.
- A demonstrated record of academic achievement with a deep knowledge of the culture of academia tempered with an ability and energy to be an agent for change.
- An astute understanding of higher education trends, particularly as they relate to the realities and constraints inherent to public institutions – teaching, research, and service to the field and community.
- History of successfully navigating and managing a large, complex organization with a demonstrated record of astute judgement in hiring upper management and staff, as well as excellent operational, budgetary, listening, and leadership skills.
- Demonstrated financial acumen, including understanding the consequences of financial and budgetary decisions, and a record of success in creating financially sustainable budget models for large, complex institutions.
- Track record of securing large philanthropic gifts.
- Track record of dynamic civic and community engagement along with a demonstrated commitment to advancing diversity and inclusion for students, faculty, and staff.
- A high degree of cultural competency and emotional intelligence.
- A successful record of highly effective hiring of exceptional and diverse faculty along with appropriate mentorship and support.
- A record of creating environments that support and reward initiatives that foster new modes of investigation, pedagogy, and new areas of scholarship and research.
- A strong record of student-centered leadership with a particular appreciation for and understanding of a large, diverse student population.
- Evidence of ability to garner resources for initiatives that enhance student success.
- Evidence of respect for and engagement in the principles of shared governance.
- Evidence of successful scouting for talent, team building, and an appreciation for difference.
- Demonstrated ability to recognize outstanding academic talent at the highest levels.
- Authentic, inspired communicator with a high level of speaking skills that can connect with a wide range of internal and external stakeholders.
- A record of successfully working in a multi-institutional context.

## **Location**

With a population of about 117,000, Berkeley is a culturally rich community located across the bay from the city of San Francisco and north of the cities of Oakland and San Jose. The city of Berkeley is a leading center for theater, music, the arts, intellectual life, and dining. While rooted in the urban core, Berkeley's 1,200-acre campus is full of natural beauty, including creeks, meadows, and numerous groves of trees, including the tallest stand of hardwood trees in North America. The campus also enjoys easy access to several state parks and other popular recreational areas.

The Chancellor lives in University House, a residence located on the UC Berkeley campus. Built in 1911, University House is the official residence of the Chancellor and serves as a campus reception and ceremonial center for events hosted by the Chancellor (and his/her spouse or partner if applicable). Some 80 events are held at University House each year and range from small lunches to garden receptions for up to 1200 guests. The most eminent visitors to campus, including heads of state and foreign dignitaries, are received at University House. The two and one-half acre site on which University House sits includes a formal rose garden, greenhouse, and cutting garden.

## **Applications, Inquiries, and Nominations**

The University of California, Berkeley is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to the achievement of diversity. Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/5961](http://www.imsearch.com/5961). Electronic submission of materials is strongly encouraged.



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## Appendix: Colleges and Schools at UC Berkeley

### College of Chemistry

<http://chemistry.berkeley.edu/>

Comprising the Department of Chemistry and the Department of Chemical and Biomolecular Engineering, the College of Chemistry addresses challenges like climate change, increasing the world's food supply, synthesizing new materials, and discovering and delivering important drugs. *U.S. News & World Report* ranks the chemistry and chemical engineering graduate programs at #1 and #2 in the nation. The chemical and biomolecular engineering faculty members have established world-renowned research programs in fields such as thermodynamics, surface catalysis, electrochemical processes, fluid mechanics, separation and transport processes, polymer processing, and control systems, and in such promising research fields as biochemical engineering, nanotechnology, and the study of electronic and optical materials. College of Chemistry researchers have access to numerous other facilities on campus, such as the microfabrication laboratory and the brain imaging center. The nearby Lawrence Berkeley National Laboratory (LBNL) houses state-of-the-art charged particle accelerators used extensively by nuclear chemists. In addition, LBNL's Advanced Light Source is one of the world's brightest sources of ultra-violet and soft x-ray beams and is used by college researchers to decipher the folding of biomolecules.

### Graduate School of Education

<https://gse.berkeley.edu/>

The UC Berkeley Graduate School of Education's graduate programs stress the integration of theory with practical application. Researchers and classroom professionals work together to develop solutions to the grand challenges in education that require collaborative efforts across disciplines. The Graduate School of Education offers innovative, rigorous and research-based academic and professional preparation for the visionary educators of the future, including M.A. and Ph.D. programs in Cognition & Development; Development in Mathematics and Science; Education in Math, Science, and Technology; Human Development and Education; Special Education; School Psychology; Developmental Teacher Education; Science and Mathematics Education; Cultural Studies of Sport in Education; Language, Literacy, and Culture; Social and Cultural Studies; Multicultural Urban Secondary English Master's and Credential Program; Leadership for Educational Equity; and more.

### College of Engineering

<http://engineering.berkeley.edu/>

With 1,845 graduate and 3,156 undergraduate students, Berkeley Engineering integrates the Departments of Bioengineering; Civil & Environmental Engineering; Electrical Engineering & Computer Sciences; Industrial Engineering & Operations Research; Materials Science & Engineering; Mechanical Engineering; and Nuclear Engineering. The College of Engineering is recognized globally as a leader in engineering education, with a reputation for intellectual rigor, talent for developing technologies that improve quality of life, and an entrepreneurial spirit. Berkeley Engineering's programs are consistently ranked in the top three by many measures, including *U.S. News & World Report's* national and global rankings.

### College of Environmental Design

<http://ced.berkeley.edu/>

Founded in 1959, the UC Berkeley College of Environmental Design (CED) was the first school to combine the disciplines of architecture, planning, and landscape architecture into a single college. CED led the way toward an integrated approach to analyzing, understanding, and designing our built environment, and was also among the first to conceptualize environmental design as inseparable from its social, political-economic, and cultural contexts. Integrating Departments of Architecture, City and Regional Planning, Landscape Architecture and Environmental Planning, and Urban Design, the College provides leadership to address the world's most pressing urban challenges, through research and

scholarship, design excellence, innovative pedagogy, open debate, craft and skill-building, critical and theoretical practice, and insights from both the academy and professional practice. A common thread linking CED's programs is the studio experience, involving deep immersion in theory, technology, and real-time practice for diverse domestic and international clients.

### **Haas School of Business**

<http://www.haas.berkeley.edu/>

Founded in 1898, the Haas School of Business is the second-oldest business school in the United States—and the first at a public university. It is also one of the world's leading producers of new ideas and knowledge in all areas of business—which includes the distinction of having two of its faculty members receive the Nobel Prize in Economics. The School offers outstanding management education to about 2,200 undergraduate and graduate students each year who come from around the world to study in one of its six degree-granting programs and has over 40,000 alumni in nearly 100 countries. The School's mission is "to develop leaders who redefine how we do business." A new \$60-million North Academic Building will be opening in early 2017, a student-centered space that was 100% funded by alumni and friends. The MBA program ranks #7 in the nation by *U.S News and World Report* and #6 by the *Economist*; the Evening and Weekend MBA ranks #1 among part-time MBA programs by *U.S News and World Report* for four straight years. The Haas School of Business also offers the Berkeley MBA for Executives Program, an Undergraduate Program, a Master of Financial Engineering, and a Ph.D. program.

### **Information**

<http://www.ischool.berkeley.edu>

The UC Berkeley School of Information (I School) is a graduate research and education community committed to expanding access to information and to improving its usability, reliability, and credibility while preserving security and privacy. This requires the insights of scholars from diverse fields, including information and computer science, design, social sciences, management, law, and policy. Roughly 120 graduate students and two dozen faculty members are based on campus, in UC Berkeley's historic South Hall, with another 350 students online. Together they form a multi-disciplinary collective of scholars and practitioners. The I School offers two professional master's degrees and an academic doctoral degree. The Master of Information Management and Systems (MIMS) program trains students for careers as information professionals and emphasizes small classes and project-based learning. The Master of Information and Data Science (MIDS) program trains data scientists to manage and analyze the coming onslaught of big data, in a unique high-touch online degree. The Ph.D. program equips scholars to develop solutions and shape policies that influence how people seek, use, and share information.

### **Journalism**

<http://journalism.berkeley.edu/>

Through its renowned two-year immersive Master of Journalism (MJ) program, UC Berkeley's Graduate School of Journalism focuses on training excellent professionals in reporting, documentary film, environmental and science journalism, international reporting, investigative reporting, magazine, multimedia, newspaper, photojournalism, political reporting, radio, television or broadcast media, and urban reporting. The School enrolls approximately 100 students; 50 first-year and 50 second-year students. Established in 1967, the program is characterized by small classes, close faculty contact, creative collaboration with outstanding fellow students, with an emphasis on producing high-quality, publishable work while enrolled. Most courses offered by the school are on the graduate level, with few official courses for undergraduates.

## **Law**

<https://www.law.berkeley.edu/>

Berkeley Law is one of the nation's premier law schools, offering J.D. and J.S.D. programs, as well as M.A. and Ph.D. degrees in jurisprudence and social policy. Areas of study include Social Justice/Public Interest, Business and Start-ups, Tech/IP/Privacy, Environment and Energy, Criminal Justice, Constitutional/Regulatory, and International and Comparative law. Berkeley Law has produced numerous leaders in law, government, and society, including Chief Justice of the United States Earl Warren, Secretary of State of the United States Dean Rusk, American civil rights activist Pauli Murray, California Supreme Court Justice Cruz Reynoso, president and founder of the Equal Justice Society Eva Paterson, United States Northern District of California Judge Thelton Henderson, and Attorney General of the United States Edwin Meese.

## **Letters & Science**

<https://ls.berkeley.edu/>

The intellectual heart of UC Berkeley, the College of Letters and Science (L&S) is the largest of the University's 14 colleges and schools and the most prestigious teaching and research unit in the UC system. Berkeley's largest college includes more than 60 departments in the biological sciences, arts and humanities, physical sciences, and social sciences. L&S offers students a choice of more than 80 departmental majors as well as vast opportunities to study and conduct research both within and outside of the traditional disciplines. L&S encompasses more than half of the campus's faculty, three-quarters of its undergraduate students, and half of its Ph.D. candidates. L&S is organized into five divisions: Arts & Humanities; Biological Sciences; Mathematical & Physical Sciences; Social Sciences; and Undergraduate Studies. The L&S faculty includes 15 of the 22 Nobel Prizes on the campus, including six current faculty members, 3 of 4 Pulitzer Prizes, 16 MacArthur Fellowships, 3 Shaw Prize winners, 68 members of the National Academy of Sciences, and 31 of 40 living UC Berkeley members of the American Philosophical Society.

## **College of Natural Resources**

<https://nature.berkeley.edu/>

With about 1,800 undergraduate students and 500 graduate students, the UC Berkeley College of Natural Resources (CNR) includes the Departments of Agricultural and Resource Economics; Environmental Science, Policy, and Management; Nutritional Science; and Plant and Microbial Biology. The College is broadly focused on natural and human systems from biological, ecological, economic, and social science perspectives and engages the issues that shape the complex, interconnected world of the 21<sup>st</sup>-century, from sustainable food systems to obesity, from water policy to energy policy, and from the far-reaching impacts of climate change to the linkages between the human genome, diet, and disease. All faculty members hold appointments within the University of California Division of Agriculture and Natural Resources, and approximately two dozen Cooperative Extension specialists conduct research and build outreach programs connecting CNR to the wider world.

## **School of Optometry**

<http://optometry.berkeley.edu>

The University of California, Berkeley, School of Optometry (Berkeley Optometry) offers a graduate-level, four-year professional program leading to the Doctor of Optometry degree (OD). The School also offers a one-year, ACOE-accredited residency program in clinical optometry specialties (primary care, ocular disease, contact lenses, low vision, binocular vision, and pediatrics). In addition, Berkeley Optometry serves as the home department for the multidisciplinary Vision Science Group at the University of California, Berkeley, whose graduate students earn either M.S. or Ph.D. degrees. The optometry program began in 1923, making it the third university optometry program established in the United States (and second-oldest active university optometry program).

### **Public Health**

<http://sph.berkeley.edu/>

The first school of public health west of the Mississippi, the UC Berkeley School of Public Health was founded in 1943. Today it is one of 50 schools accredited by the Council on Education for Public Health, and offers master's and doctoral programs in a wide range of public health disciplines. It is the only top 10 school of public health not housed on a medical campus. The School's faculty, consistently noted as among the leading scholars in their respective fields, comprise approximately 150 investigators. The School's more than 12,000 graduates can be found working throughout the world, both in the public and private sectors. Graduates hold major positions in health departments; in hospitals; in national and international organizations; in local, state, and federal government; in voluntary health organizations; in the corporate sector; and in health care and health promotion organizations. The total graduate student enrollment for 2014–2015 was 570, including students enrolled in the On-Campus/Online MPH Program; the student body for 2014–2015 also included 435 undergraduate public health majors.

### **Richard and Rhoda Goldman School of Public Policy**

<https://gspp.berkeley.edu/about>

The Goldman School of Public Policy prepares students for careers in public leadership, offering master's, doctoral, and an undergraduate minor program in public policy. Goldman School faculty represent the top researchers in their respective fields, which include economics, political science, law, social psychology and engineering. Their expertise ranges from education policy to racial profiling to clean energy. The popular Master of Public Policy (MPP) program emphasizes the applied and quantitative dimensions of policy making. The MPP may also be earned concurrently with degrees from several other UC Berkeley schools: law, public health, engineering, social welfare, international and area studies and the Energy Resources Group. GSPP also offers a Master of Public Affairs (MPA) program, which focuses on policy management and leadership as well as a doctoral program for students interested in policy research. While the Goldman School does not offer a bachelors-level degree, the public policy minor is available to undergraduates enrolled at UC Berkeley.

### **School of Social Welfare**

<http://socialwelfare.berkeley.edu/academics>

Offering an undergraduate degree, master's, concurrent master's, doctoral, and credential programs, the UC Berkeley School of Social Welfare strives to transform the systems that perpetuate poverty and social disadvantage. Berkeley Social Welfare develops effective leaders and scholars committed to solving complex social problems; produces, disseminates and utilizes research to improve social-service delivery and policy through critical thinking and evidence-based knowledge; and prepares the next generation of culturally-competent social workers, researchers and teachers dedicated to serving the most vulnerable members of our society.