

POSITION AND CANDIDATE SPECIFICATION

UNIVERSITY OF CALIFORNIA, BERKELEY

Vice Chancellor for Administration and Finance (VCAF)

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POSITION SPECIFICATION

About the University

The University of California was founded in 1868, born out of a vision in the State Constitution, for a university that would "contribute even more than California's gold to the glory and happiness of advancing generations."

Home to more than 27,000 undergraduates and more than 10,000 graduate students, Berkeley is internationally renowned for excellence and pioneering achievements across all disciplines. At the heart of its pre-eminence are over 1,500 ladder-rank faculty dispersed among more than 130 academic departments and 80 research units. Berkeley's professors are highly distinguished researchers, scholars and leading experts in their fields, as attested by their many Nobel Prizes, other distinguished awards, and memberships in the most prestigious learned societies. The campus is supported by nearly 9,000 talented and diverse staff working across 20 different job categories.

Berkeley's research strength includes expertise in addressing some of the world's most pressing social and environmental challenges. In 2014, *U.S. News & World Report* ranked six Berkeley graduate programs number one in the nation — Chemistry, Computer Science, English, History, Public Policy, and Sociology. From 2004 to 2013, National Science Foundation graduate research fellowships were awarded to 1,298 Berkeley students, more than any other school.

Overall, Berkeley ranked No. 1 in the latest (2016) *U.S. News & World Report* rankings of Public National Universities, claiming the top position for the 17th straight year. It was ranked No. 3 amongst Best Global Universities, in the same poll.

The university's faculty, staff, and students are the solid foundation upon which Berkeley's excellence is built. In addition, the \$3.9 billion endowment provides a long-term, reliable source of funding, generating \$145 million in payout (2014-15), allowing the university to realize its mission of teaching, research, and public service.

For more information about the campus please visit <http://www.berkeley.edu>

Berkeley Today: Challenges Facing the Institution

Like many public universities, Berkeley is going through a challenging period. In February 2016, university officials announced that Berkeley's expenses were projected to exceed revenues by about 6% of its \$2.3 billion operating budget. The university is therefore seeking to strengthen its senior leadership team with the recruitment of a new Vice Chancellor for Administration and Finance (VCAF). The challenge and the opportunity for the VCAF is to play an instrumental role in

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reshaping the operational and financial model of Berkeley so that it can excel effectively in the 21st century. A sense of urgency, transparency, sensitivity, and purpose will be key.

Position Summary

The Vice Chancellor for Administration and Finance reports directly to the Chancellor, with a dotted line reporting to the Executive Vice Chancellor and Provost (EVCP), operating in partnership with the highest levels of campus and UC-system management. As the university's chief administrative and financial leader, the VCAF supports Berkeley's academic mission through strategic policy and managerial leadership of operations and finance, leading a division with over 2,000 staff whose jobs include finance, human resources, information technology, facilities, and other administrative functions that support the campus mission.

The immediate agenda for the VCAF will include stabilizing the financial position of the institution and achieving a transformative level of operational efficiency and effectiveness. Critical to these goals will be the demonstrated experience of having developed a sound understanding of relevant operating units and the proven ability to lead them in the right direction (preferably within a higher education environment).

Areas of Immediate Focus:

- Drive major reforms in the campus financial management model;
- Implement new cost-effective approaches to delivering administrative and operational services;
- Lead campus-wide strategic initiatives, such as administrative realignment, which involve developing solutions that cross over the various administrative units, and specifically between central units and the broader campus;
- Provide the vision and leadership to create a culture of cross-campus partnership and service excellence, including specific strategies for how the campus should be appraising, developing, and resourcing its staff;
- Participate constructively and creatively to help develop a campus and UC system-wide labor strategy;
- Provide leadership to create organizational policy and procedural structures that support and accelerate revenue growth, e.g. evaluate state-of-play on real estate and facilities with a view to unlocking income potential; leverage revenue-generating entrepreneurial activities, etc.;
- Ensure availability of financial data and options analysis needed to support day-to-day decision-making and progress by senior campus leadership; and
- Partner with the Chancellor and EVCP to improve overall organizational culture, demonstrating a deep understanding of the institution's commitment to diversity in its faculty, staff and student body.

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KEY SELECTION CRITERIA

Critical Competencies for Success

Organizational Leadership and Communication: Develop, inspire and lead a high-quality, high-performance financial, administrative and service organization. Partner with academic leadership to develop policies and practices that support the university's academic mission through:

- Establishing clear and streamlined decision-making processes that are consistent, well-communicated, and well-understood;
- Establishing a culture of collaborative leadership and credibility by being open and transparent;
- Ensuring that the right people are in the right jobs and that expectations and priorities are clear;
- Setting high standards for responsiveness and service, eliminating barriers and waste;
- Addressing the often competing needs of different stakeholder groups, with an ability to make sure all points of view are heard and considered before decisions are made; and,
- Demonstrating judgment and the courage to make difficult decisions in a timely manner.

Change Management: Drive the process of achieving high levels of operational efficiency and effectiveness by:

- Aggressively pursuing opportunities to reengineer administrative and financial policies, systems, and processes;
- Developing and implementing incentives that support behavioral change at the individual and unit levels;
- Reorienting the culture towards efficiency by changing expectations and redefining success;
- Leveraging technology to improve efficiency, quality, and consistency while reducing costs; and,
- Articulating the costs of inertia and the benefits of change in a compelling way.

Business Acumen: In a climate where fiscal constraints will continue to exist, create a sustainable business model by:

- Developing adequate financial and performance management tools to enable better decision making and planning;
- Setting priorities and allocating resources to maximize value and impact;
- Providing leadership and entrepreneurial thinking around major business issues that affect financial performance, including structural deficits, deferred maintenance, pension contribution funding, etc.; and,

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- Recognizing when and where targeted investment in transformational ideas will help ensure Berkeley's pre-eminence as a world-class institution.

UC Berkeley is an equal-opportunity employer and strongly encourages individuals of all backgrounds and cultures to consider this important leadership position. UC Berkeley's policies rest on inclusiveness for all constituencies that encompass, but are not limited to, diversity in nationality, ethnicity, race, religion, gender, sexual orientation, age, ability, and economic status.

If you wish to submit your own application materials or nominate someone to serve as the next Vice Chancellor for Administration and Finance, please send an e-mail message with supporting materials to BerkeleyVCAF@spencerstuart.com.