

POSITION AND CANDIDATE SPECIFICATION

EXECUTIVE VICE CHANCELLOR AND PROVOST

June 2013

Please address questions and nominations to:
ucbprovost@spencerstuart.com



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POSITION SPECIFICATION

The University of California, Berkeley

The University of California, Berkeley, a public land-grant university founded in 1868, is a member of the University of California system and the first of its ten campuses. Today, it educates some 36,000 students. Committed to a mission of teaching, research, and public service, UC Berkeley is one of the world's preeminent universities.

Respected sources have repeatedly ranked it among the world's top universities in fields ranging from engineering and the physical and life sciences to the social sciences, arts, and humanities. Over the years, its faculty has included 22 Nobel Prize recipients (including eight who are current faculty members), 32 MacArthur fellows, and four Pulitzer Prize winners. Top graduate students from around the world are drawn to partner with Berkeley's distinguished faculty, and the University is the largest producer of PhDs in the United States. Central to the University's public character, about 25% of undergraduate students are the first in their families to attend college and Berkeley educates as many Pell Grant recipients as all Ivy League schools combined.

For information about the campus, as well as Berkeley's distinguished faculty, students, and programs, please visit <http://www.berkeley.edu>.

Current Environment and Opportunities for the Academic Enterprise

Berkeley has recently emerged from a period of significant disinvestment by the State of California. The resulting shift in the composition of Berkeley's funding sources in recent years creates a different context for the campus. With State funding at about 11 percent of total resources, Berkeley is now in a significantly more competitive environment – competing for contracts and grants, for philanthropic gifts, and for students who are paying more for their education. Berkeley has met these challenges, emerging stronger from this period, with institutional strategies built on Berkeley's pillars of access and excellence.

At this point in its long history, the campus's priorities are to continue to sustain and enhance its academic preeminence in research and teaching, to provide maximum access for students from all socio-economic backgrounds, and to invest in systems and infrastructure to provide world-class support for teaching, research and public service. In partnership with the Chancellor, the Executive Vice Chancellor and Provost will enable Berkeley to pursue continued excellence around these priorities.

UC Berkeley is among the most important public institutions of higher education in the United States and, perhaps, the world. As it develops its competitive strategies, the EVCP has an exciting opportunity to play a significant role in its ongoing preeminence and in the changing landscape of higher education.

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Position Summary

Reporting to and working in close partnership with the Chancellor, the EVCP plays a critical role in developing and implementing UC Berkeley's vision and priorities and is the Chancellor's leading senior executive responsible for their execution and implementation.

The EVCP's portfolio includes the campus's 14 schools and colleges, and he/she has ultimate management authority over approximately 9,000 FTE and the \$1.4 billion annual operating budget of the academic enterprise. The EVCP operates in partnership with the highest levels of campus and system-wide leadership, and represents Berkeley on academic issues on campus, to the community, and to a broad range of external constituents. In particular, the EVCP collaborates closely with the Vice Chancellor for Administration and Finance (VCAF) on a wide variety of strategic and operational issues including the management of the campus-wide budget process, comprising in-year operating budget allocations and capital finance. The EVCP acts for Chancellor Dirks in his absence.

As the chief academic officer of the Berkeley campus, the EVCP has leadership responsibility for the planning, development, implementation, assessment and improvement of all academic programs, policies and supporting infrastructure. The EVCP has responsibility for ensuring Berkeley's academic preeminence through planning for faculty recruitment, retention and renewal as well as through rigorous review of key faculty personnel actions. The EVCP also has overall responsibility for the planning, quality and delivery of education provided to Berkeley's 25,700 undergraduate students and 10,100 graduate students. These activities are carried out in consultation and cooperation with the Academic Senate under Berkeley's shared governance model, and through ongoing interactions with student leaders

The EVCP is a member of the Chancellor's Cabinet and convenes the Council of Deans, and other important campus committees. The EVCP serves on the UC system-wide Council of Vice Chancellors.

Key Relationships

Reports to: Chancellor, UC Berkeley

Direct Reports: 2 Vice Provosts
Graduate Dean
Chief of Staff
20 Deans
University Librarian
Chief Information Officer (jointly with VCAF)
Several program directors

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KEY SELECTION CRITERIA

Ideal Experience

The successful candidate will be a distinguished scholar and educator with stature in the academy and a track record of providing academic leadership in a complex, comprehensive, and intellectually elite institution of higher education. In addition, he/she will have experience:

- Leading the development of distinctive, multi-disciplinary academic programs;
- Recruiting, developing and retaining world class faculty and academic leaders;
- Advancing diversity, equity, and inclusion;
- Guiding strategic academic planning processes;
- Managing complex budgets and developing strategies for long-term financial sustainability;
- Interacting effectively with multiple internal and external stakeholders;
- Working successfully in close partnership with others, both one-on-one and in teams;
- Navigating effectively in a highly decentralized environment.

Critical Competencies for Success

Academic vision and values: In an institution widely regarded as one of the world's preeminent universities but one that, as a public university, faces a unique set of objectives and challenges, maintain comprehensive excellence by:

- Leading the development of a renewed academic vision for Berkeley;
- Challenging the status quo and encouraging academic innovation;
- Providing leadership for the development of new academic programs and initiatives, while evaluating the sustainability, needs, and excellence of existing programs;
- Supporting the recruitment and retention of faculty and a student body of the highest quality to Berkeley;
- Developing appropriate positions on and responses to the seismic changes affecting public higher education.

Strategic decision making: In an institution with a unique set of intellectual and physical assets, challenges, and opportunities, position Berkeley to successfully compete for financial capital and excellent faculty, staff, and students by:

- Demonstrating the ability to listen and learn, gathering and synthesizing large amounts of information quickly;

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- Analyzing and integrating qualitative assessment and quantitative information and using them in decision making;
- Allocating resources to their highest and best use;
- Taking well calculated risks to advance Berkeley's mission and values.

Mission-driven: In an institution with a vital mission whose values are excellence, access, and affordability, demonstrate a commitment to Berkeley's greatness by:

- Developing new, more effective approaches to advancing diversity within the University;
- Pursuing programs that benefit Berkeley's public mission;
- Expanding the benefits of Berkeley's intellectual capital beyond the campus-based community, including nationally and globally;
- Maintaining the highest standards of excellence in teaching and research and shared governance;
- Fostering a culture consonant with Berkeley's mission, values, and principles.

Personal Characteristics

- Strong communication skills – listening, speaking, and writing.
- Commitment to collaboration and transparency.
- High integrity, strong moral compass.
- Resilience, perseverance, and sense of proportion.

To apply or make a nomination, please send an email with supporting material to ucbprovost@spencerstuart.com. UC Berkeley is committed to equity and inclusion. The University is an affirmative action/equal opportunity employer.

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AT A GLANCE

University of California, Berkeley



WHERE TO REACH US

University of California, Berkeley
[Department/office name]
Berkeley, CA 94720
Phone: 510-642-6000
Online: www.berkeley.edu

KEY FACTS

Nicholas Dirks,
Chancellor of UC Berkeley
Professor of history; professor of
anthropology



Chartered in 1868, the first University
of California campus in the multi-
campus UC system

1,232-acre campus in the city of
Berkeley, with a 178-acre, park-like
central core, overlooking the
San Francisco Bay



Approximately 35,900 students
enrolled for the fall 2012 semester,
including 25,700 undergraduates and
10,100 graduate students.
1,473 total regular faculty [fall 2012]
6,583 permanent staff [fall 2012]

14 colleges and schools, 130 academic
departments, more than
100 research units

Library system that contains more than
11 million volumes—including rare and
special collections—and is among the top
5 research libraries in North America



Undergraduate classes with fewer
than 30 students: 75 percent
More than 7,000 courses in
350 degree programs
More than 105 graduate programs

More than 1,000 employers visit
the campus every year to interview
students for internships and
postgraduate employment

More than 1,100 registered student
organizations, and 60 sponsored
fraternities and sororities

Academic Excellence

WORLD'S NO. 1 PUBLIC UNIVERSITY, Academic Ranking of World Universities for 2012.
[Ranked among the top five universities in the world, public or private.]

22 NOBEL LAUREATES, including 8 current faculty. In addition, 29 UC Berkeley alumni have
won the Nobel Prize. UC Berkeley current and emeriti faculty also includes the following:

- 226 American Academy of Arts and Sciences Fellows
- 224 American Association for the Advancement of Science fellows
- 357 Guggenheim Fellows
- 32 MacArthur "genius" Fellows
- 4 Pulitzer Prize winners [including one U.S. poet laureate]

More than half of all UC Berkeley seniors have assisted faculty with research or creative projects.

More UC Berkeley undergraduates go on to earn Ph.D.s than at any other U.S. university.

1,101 National Science Foundation graduate research fellowships awarded from 2002-2011,
more than any other school.

Public Service

More than 7,000 UC Berkeley students every year do volunteer work in
240 service-oriented programs.

More Peace Corps volunteers from UC Berkeley than from any other university

Countless research and outreach initiatives focused on public benefits to the community,
nation and world.

Campus commitment to enrolling a diverse population of outstanding California students.

Birthplace of:

- ☞ the cyclotron, molecular evolution and open-source software
- ☞ the discovery that the universe is expanding at an accelerating rate
- ☞ the discovery of telomerase, vitamin E and vitamin K
- ☞ the leading scientific theory of how dinosaurs went extinct
- ☞ the Free Speech Movement
- ☞ new radioactive elements, californium and berkelium
- ☞ no-fault divorce
- ☞ good and bad cholesterol and their role in heart disease
- ☞ the world's largest telescope
- ☞ the wetsuit
- ☞ The best-selling autobiography of Mark Twain, published 100 years after his death.

Home of:

The Gold Rush diaries, Ansel Adams and Dorothea Lange photographs, and oral histories of the
people who built California in our lifetime.

UC Berkeley is also known as: Cal, California, Berkeley

MOTTO: Fiat Lux ["Let there be light"]

COLORS: Blue and gold

MASCOT: Oski

CAL CHEER:

Go Bears!

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AT A GLANCE

University of California, Berkeley

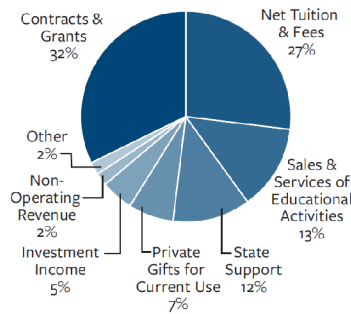


BUDGET & FINANCES

2012-13

Budgeted Revenues

\$2.16 billion



Endowment:

\$3.1 billion, June 2012

Economic benefits to the region

UC Berkeley is the largest employer in the city of Berkeley, as well as in the East Bay counties of Alameda and Contra Costa. The university is also a major purchaser of goods and services in the region, with most of its revenues coming from outside the Bay Area and most of its spending remaining in the region to the benefit of the local economy.

— *September 2007 economic impact study*

UC Berkeley breakthroughs in research help drive the state's economy and enhance the quality of life for all Californians.

Over the past few years, UC Berkeley has established commercial intellectual property rights agreements with 30 to 40 companies annually, about half of them startups.

Every \$1 the California taxpayer invests in the University of California results in \$980 in gross state product and \$1380 in overall economic output.

— *"The University of California's Economic Contribution to the State of California," Sept. 2011, independent analysis prepared for the University of California Office of the President*

The Freshman Class, 2012-2013

4.3 average GPA [5.0 scale]

More than 60,000 applicants

4,400 fall 2012 new freshmen enrolled

21 percent of applicants offered admission

Percent who are California residents: 75 percent

25 percent are first-generation college students (Neither parent has a 4-year college degree)

Note: Data for fall and spring semester students combined, unless otherwise noted. Projected enrollment data and class characteristics data are based on students who submitted a Statement of Intent to Register.

Undergraduate Tuition & Fees, 2013-2014

California residents pay \$11,220 in tuition and an estimated \$1,723 in other fees, excluding health insurance. This amounts to \$12,943 for two semesters at UC Berkeley. For non-California residents, tuition and fees, excluding health insurance will total \$35,821.

Financial aid

Families that qualify for financial aid and have incomes below \$80,000 pay no tuition under UC's Blue and Gold Program.

U.S. undergraduates with family incomes between \$80,000 and \$140,000 who have typical assets will be covered by UC Berkeley's Middle Class Access Plan (MCAP) which insures that their parents' contribution will not exceed 15% of their annual total income.

Approximately two-thirds of undergraduates receive some form of financial aid.

UC Berkeley students graduate with lower undergraduate indebtedness than any other public institution in the Association of American Universities. The current average debt at graduation for UC Berkeley students who have borrowed is about \$17,000.

Intercollegiate Athletics

29 men's and women's intercollegiate squads

84 national team titles in 15 different sports

256 individual national titles won by Cal student athletes

For 10 years in a row, Cal has finished among the top 15 in the Directors' Cup, a national ranking that measures overall success in intercollegiate athletics programs.

Cal had 46 participants, including 38 athletes and five coaches, at the 2012 Summer Olympics — more than any other public school in the nation. Cal's all-time Olympic medal count: 178 medals won by Cal students and alumni, 99 of them gold.

Note: Data is through 2011-12 seasons, unless otherwise indicated.

Alumni

There are more than 458,000 alumni living worldwide, including leading scientists, economists, business leaders, political leaders, policy makers, writers, Olympic athletes, artists and entertainers.