



Position Profile

Search for the Chancellor University of California, Berkeley

The University of California, Berkeley (UC Berkeley), the world's premier public research university, invites nominations and applications for the position of Chancellor. Reporting to Michael V. Drake, M.D., President of the University of California System, the Chancellor oversees all areas of operation for UC Berkeley, which enrolls over 45,000 students, employs 1,559 full-time and 1,764 part-time faculty members and 9,000 staff members, and has an endowment of \$7.39 billion. The next Chancellor will work in collaboration with constituent groups across the campus and beyond to lead this unique institution into a new era of excellence.

The University of California was chartered in 1868, with its first campus 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 one of the top public universities in the world by U.S. News & World Report for nine consecutive years. With 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 is among the top Ph.D.-granting institutions in the U.S. Together with its peers in the University of California system, Berkeley shares a public mission to serve the people of California through teaching, research, and service.

UC Berkeley has remarkable strengths: 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.

A successful Chancellor will be a bold, entrepreneurial, and visionary academic leader who can bring focus to UC Berkeley's vision and goals while adapting the institution's operations to its current budgetary situation. Qualified candidates should have demonstrated leadership skills in a large, multifaceted university (ideally with experience in the UC system or another public university) 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 transparent and ethical decision-making rooted in values and principles and be willing to make difficult decisions. They must have the capacity and enthusiasm to raise philanthropic funds as well as to secure government funding and foundation support. Consistent with UC Berkeley's values, this person must have a resounding civic and community orientation, be dedicated to protecting access for all, and show both a demonstrated commitment to and track record of advancing diversity, equity, inclusion, and belonging for students, faculty, and staff.

This profile aims to provide prospective candidates with background information about UC Berkeley and the Chancellor's role. A list of the qualifications and characteristics desired in the Chancellor can be found on pages 12 and 13 of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed on page 14.

About the University of California System

The University of California (UC) traces its roots to the mid-19th-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 was merged with the state's incipient Agricultural, Mining, and Mechanical Arts College in 1868 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. 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 the over 150 years since its founding, the University of California has evolved into the world's preeminent public university system, with an annual operating budget of more than \$47.1 billion. The UC comprises ten campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara, which collectively enroll more than 290,000 students. The UC also operates six academic health systems, 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 240,000 faculty and staff and are supported by more than two million living alumni working around the world. Over half a 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. In 2023 UC generated about \$82 billion in economic activity in California and contributed about \$55.8 billion to the gross state product.

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.

For more information, visit: [The University of California](#) and [UC Mission](#).

Diversity at the University of California

Equity, diversity, and inclusion are key components of the University of California's commitment to excellence and integral to enhancing the ability of the University to accomplish its academic mission.

The University of California was founded with the purpose of making higher education available to all California citizens — and fulfilling that purpose requires that it cultivate a community reflective of the richness and diversity of the state. Everyone in the university community has the right to work and study in an inclusive environment, one that respects the diversity of all its members. Moreover, the academic excellence of UC is fed by a plurality of ideas and perspectives.

For more information, visit: [Diversity at the University of California, Regents Policy 4400: Policy on University of California Diversity Statement](#).

Shared Governance in the University of California

Board of Regents

The University of California is governed by the 26-member Board of Regents, which exercises approval over University policies, financial affairs, tuition and fees with the authority to delegate powers as it determines to be in the best interest of the University.

The board appoints the University President and its principal officers. 18 Regents, appointed by the Governor, serve 12-year terms. The Board also appoints one student member appointed by the Regents for a one-year term, and seven ex officio members, including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, President and Vice President of the Alumni Associations of UC, and the President of the University. In addition, two faculty members, the chair and vice chair of the systemwide Academic Senate sit on the board as non-voting members.

It is the responsibility of the board to set policy and the responsibility of the University administration to implement and carry out policy, which includes responsibility for the day-to-day operations of the University. The Regents recognize that faculty participation in the shared governance of the University of California through the agency of the Academic Senate ensures the quality of instruction, research and public service at the University. The Academic Senate performs duties as the Board may direct and exercises powers as the Board may confer upon it.

For more information, visit: [Board of Regents](#).

President Michael V. Drake, M.D., and UC Office of the President

The Office of the President is the systemwide headquarters of the University of California, managing its fiscal, business, and legislative operations and supporting the academic and research missions across its campuses, labs and medical centers.

The President is the executive head of the University and has full authority and responsibility over the administration of all affairs and operations of the University, except those activities within the responsibility of the Principal Officers. The President supports the academic and research missions across 10 campuses, six academic health centers, three affiliated national laboratories, over 290,000 students, and 230,000 faculty and staff. The President sets the University's direction, goals and strategy. The President implements the policies and objectives of the Board of Regents, and keeps the Board informed of all significant developments affecting the University.

In August 2020, Dr. Michael V. Drake assumed the role of the 21st president of the University of California. President Drake brings a wealth of executive leadership experience, having previously served

as the president of The Ohio State University, the chancellor of UC Irvine and the UC systemwide vice president for health affairs. Additionally, he spent over 25 years on the faculty at the UCSF School of Medicine. President Drake's extensive contributions to higher education include national leadership roles and numerous publications. Under his guidance, the UC system has navigated challenges such as the COVID-19 pandemic, implementing vital public health measures. President Drake has also championed initiatives promoting access, affordability, and academic excellence, as well as diversity, equity, and inclusion efforts. Notably, he secured a multiyear Tuition Stability Plan and expanded financial aid offerings, emphasizing a commitment to a debt-free UC education. Additionally, he played a key role in achieving greater state funding stability, with a five-year funding compact with California Governor Gavin Newsom and substantial allocations for addressing global challenges like climate change.

For more information, visit the [University of California Office of the President, Presidential Priorities Plan](#) and [Biography of President Drake](#).

Academic Senate

Shared governance among the Board of Regents, the President and his administration, and the Academic Senate is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence. The faculty, through the Academic Senate, advises the Board of Regents and the administration on the development of policies and procedures that will enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight. The relationship between the Academic Senate and the administration, both systemwide and on the campuses is a partnership that brings faculty into decision making processes at the formulation stage. The structure of the Academic Senate, and the identity of its principal standing committees, evolves from the authorities and responsibilities delegated to the Senate by the Board of Regents. The organizational structures of the divisional senates on each of the campuses generally parallel the organization of the systemwide Senate.

For more information, visit: [Systemwide Academic Senate](#) and [UC Berkeley Academic Senate](#).

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. In 2023, Berkeley was tied for the No. 1 public institution in U.S. News & World Report's national Best Colleges rankings. Today, Berkeley is home to more than 33,000 undergraduate students and over 12,500 graduate and professional students, enrolled across [Berkeley's 15 schools and colleges](#). Berkeley's academic programs consistently rank among the best in the world, and six of its graduate programs Part-Time MBA, Computer Science, Chemistry, English, History, Sociology, and Psychology ranked No. 1 in the nation in the 2023 ranking of graduate schools by U.S. News & World Report.

Berkeley's colleges and schools include the College of Letters and Science (including the Division of Arts & Humanities, Division of Biological Sciences, Division of Mathematical & Physical Sciences, Division of Social Sciences, and the Division of Undergraduate Studies); Walter A. Haas School of Business; College

of Chemistry; College of Computing, Data Science and Society; Berkeley School of Education; College of Engineering; College of Environmental Design; School of Information; Graduate School of Journalism; Berkeley Law; Rausser College of Natural Resources; Herbert Wertheim School of Optometry and Vision Science; 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.

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 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 3,700—of any university, and the UC Berkeley Public Service Center engages nearly 5,000 students each year as volunteers in the community.

For more information, visit: [UC Berkeley](#).

Faculty

At the heart of UC Berkeley's preeminence are its 1,568 ladder-rank faculty members, who are highly distinguished researchers and scholars and leading experts in their fields. The current UC Berkeley faculty includes ten Nobel Prize winners (among 26 total in its history), one Fields Medal winner, and four Pulitzer Prize winners, as well as six A.M. Turing Prize winners, 33 MacArthur Fellows, 364 Guggenheim Fellows, 251 members of the American Academy of Arts and Sciences, 15 recipients of the National Medals of Science, 49 members of the American Philosophical Society, and 144 members of the National Academy of Sciences (among many other accolades). Of Berkeley faculty, 31.3% are from historically underrepresented groups.¹

In the fiscal year ending June 30, 2023, researchers at UC Berkeley attracted \$1.07 billion in new awards to support research, including \$486 million from federal sources, \$244 million from non-profits, \$224 million from state and government, \$74 million from industry, and \$41 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.² Berkeley is a leader

¹ Consistent with its obligations as a federal contractor, UC is an equal employment opportunity and affirmative action employer. UC historically underrepresented employee groups include: American Indian/Alaskan Native, Asian, Black/African American, Hispanic/Latino(a), Native Hawaiian/Other Pacific Islander, Two or More Races. UC Workforce Diversity April 2023 information is available online at: <https://www.universityofcalifornia.edu/about-us/information-center/uc-workforce-diversity>.

² [International and area studies centers and institutes include](#) the Center for African Studies; Canadian Studies Program; 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; Institute for South Asia Studies; and the Center for Southeast Asia Studies.

in computing and data science. In May 2023, the UC Regents voted to establish the university's first new college in 50 years: the College of Computing, Data Science and Society. 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. One exciting initiative, the Berkeley Space Center, involves the lease and development of a 36-acre property at Moffett Field adjacent to the NASA Ames facility, supporting research partnerships and a new aerospace engineering program. Berkeley maintains a strong, vibrant, and growing partnership with UCSF and its longstanding partnership with Lawrence Berkeley National Laboratory, located in the hills above the Berkeley campus, is one of the campus's most transformative, long-term partnerships.

Staff

Berkeley's preeminence is supported by its outstanding staff. Staff are integral to helping Berkeley achieve the UC mission and implement the vision of the chancellor and administration. Teaching, research, and public service are accomplished with the support of staff who organize and facilitate all that is required to do the work of the University. Of the 8,916 staff, 48% are from historically underrepresented groups.³ The staff at Berkeley perform different roles and together they serve the university to redefine what is possible by being inclusive of ideas, of people and points of view. Given Berkeley's unique and multifaceted environment, staff are supported in many ways by the Berkeley Staff Assembly, nine identity-based staff organizations, and nine communities of practice.

Students

Berkeley is a highly selective public university, with about 12% of freshman applicants admitted. Berkeley attracts a diverse student body; roughly 24% of undergraduate students and 15% of graduate students are from UC underrepresented minority student groups.⁴ About 31% of Berkeley's undergraduate students come from first-generation families in which neither parent has a four-year college degree. More than 61% of undergraduate students receive some form of financial aid, and over 9,147 undergraduates were awarded Pell Grants.⁵ Approximately \$51M in privately funded undergraduate scholarships and \$58.6M in privately funded graduate fellowships were awarded in 2022–23. Students benefit from access to a world-class faculty: the student-to-faculty ratio is roughly 20:1, and around 50% of undergraduate classes have fewer than 20 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 1,400 student clubs and organizations, from student-engagement clubs to advocacy groups to public service organizations. The Associated Students of the University of California, also known as ASUC, and Graduate Assembly are the official representative bodies for students at Berkeley; they are highly active organizations, whose

³ Consistent with its obligations as a federal contractor, UC is an equal employment opportunity and affirmative action employer. UC historically underrepresented employee groups include: American Indian/Alaskan Native, Asian, Black/African American, Hispanic/Latino(a), Native Hawaiian/Other Pacific Islander, Two or More Races - URM. UC Berkeley April 2023 staff demographic information is available at: [UC Berkeley Staff Workforce Demographics](#).

⁴ UC underrepresented minority students include: African American/Black, Chicax/Latinx, Native American/Alaska Native, and Pacific Islander. UC Berkeley March 2023 undergraduate and graduate underrepresented student information may be found at: [Office of Planning & Analysis - Student Enrollment by Ethnicity](#).

⁵ [Tuition and fees](#) for in-state students total \$15,602 annually, while out-of-state tuition and fees are \$48,176; room and board for undergraduates living in a campus residence hall is approximately \$20,576.

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. As an NCAA Division I school, Cal fields 30 men's and women's teams and has more than 850 student-athletes; the University has won more than 100 national team championships. Further, over 300 current and former Cal athletes, coaches and staff have earned 223 Olympic medals, including 121 gold medals.

Alumni

UC Berkeley has more than half a million alumni living throughout the world, including alumni who have received 29 Nobel Prizes and won 183 Olympic medals. Alumni exemplify the very best of Berkeley, whose professional leadership, breakthroughs, and contributions that have led to extraordinary advances that lead social change benefiting the greater good of society.

UC Berkeley's alumni create a lasting connection to the university, students, and community through their philanthropic leadership rallying others to engage with critical university and societal issues. This includes, but is not limited to, providing mentorship and financial resources to high-achieving students with financial needs and raises funding that supports essential services for alumni, students, and the future of UC Berkeley.

Finances & Philanthropy

Like many other public universities across the nation, the UC has been challenged to adapt to a new financial environment. In 2022-23, the state of California provided approximately 14% of Berkeley's \$3.2 billion annual budget—with the remainder coming from tuition, research funding, philanthropy, and auxiliary activity. Thirty years ago, the state provided more than one-third of Berkeley's funding. Looking ahead, increases in revenue (state funding and tuition in particular) are not projected to keep pace with projected increases in expenses, especially salaries and wages. While a balanced budget is projected for fiscal year 2023–24 (FY 24), alternative financial strategies in future years will be needed to avoid campus-wide deficits.

Berkeley is in the final months of *Light the Way: The Campaign for Berkeley*, its fourth comprehensive fundraising campaign which launched publicly on February 29, 2020, and concludes on December 31, 2023. Berkeley exceeded its \$6 billion goal fourteen months early and has raised \$7.1 billion from over 221,000 donors. Campaign priorities include expanding the faculty ranks and graduate student fellowships; improving the undergraduate experience; supporting multidisciplinary research initiatives aimed at solving the grand challenges of our time; and building philanthropically funded facilities for housing, athletics, teaching and research. Throughout the campaign, Berkeley has posted record-breaking fundraising results, including two fiscal years in which funds raised exceeded \$1 billion. The campaign's success is also reflected in the record number of gifts and pledges made: over one million.

Berkeley's endowment generated \$207 million in payout to the campus in 2022-23, and public-private partnerships are vital to the University's operations. Over 59,000 donors—including alumni, parents, corporations, and foundations—gave more than \$845 million in private gifts and pledges in the 2022-23 fiscal year.

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 lead fundraiser, 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, Vice Chancellor for Administration, Vice Chancellor for 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, Vice Chancellor for Development and Alumni Relations, Athletic Director, Vice Provost for Undergraduate Education, Vice Provost for the Faculty, Vice Provost for Academic Planning, Vice Provost for Graduate Studies and Dean of the Graduate Division, Associate Vice Chancellor of Enrollment Management and Dean of Undergraduate Admissions, Special Faculty Advisor to the Chancellor on Sexual Violence/Sexual Harassment, and Associate Chancellor/CERCO/Chief of Staff.

Key Priorities and Opportunities 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 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:

Provide visionary leadership at this transformational moment, embracing 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. The Chancellor will exhibit a deep intellectual curiosity and desire to engage with, understand, support, and bolster excellence across the entire range of disciplines at Berkeley, which is equally known for its excellence in the arts and humanities as for its preeminence in genomics, chemistry, engineering, public policy, and law, among other fields. This individual must rally the campus's 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.

The new Chancellor will arrive at Berkeley at a pivotal moment where a convergence of demographic, sociocultural, economic, and intellectual dynamics are compounded by the lingering impacts of the pandemic. These dynamics, along with the opportunities and consequences of remote learning and the evolving financial constraints and business models needed to support higher education, require extraordinarily deft leadership. Engaging with campus leaders, faculty, students, and staff, the Chancellor will find creative and innovative ways to address these issues, envisioning and forging a clear and compelling path forward in support of the university's mission.

The foundation of this vision must be built upon and further strengthen Berkeley's legacy of comprehensive excellence in research, teaching, and service consistent with its public mission. Berkeley is long known for pioneering new intellectual directions and this must remain a distinctive characteristic of its future. Nurturing a campus culture where faculty and students are empowered and supported in their pursuit of new scholarship and creative endeavors that extend beyond traditional boundaries and forge new intellectual territory will be of paramount importance to Berkeley's new Chancellor.

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

For UC Berkeley to reach its next level of excellence, the Chancellor must develop and execute plans to ensure Berkeley's financial strength and resilience. Diminishing state support, the inability of tuition to support campus aspirations, and many other factors require creative, forward looking, and evolving business models to ensure Berkeley's financial strength. 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 innovative revenue generating strategies. The Chancellor will play an active role in growing campus resources, including serving as the campus' chief fundraiser and architect of Berkeley's next comprehensive campaign. Berkeley has achieved tremendous philanthropic success and the next Chancellor must make the ongoing cultivation of deep and long-term relationships, engagement of alumni, friends, and corporate and foundation partners, and active participation in fundraising activities a top priority.

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. The next Chancellor must also embrace the challenges and opportunities that come along with Division 1, Power 5 intercollegiate athletics in the context of a premier research university. Indeed, an understanding of the value of athletics—for student athletes, for the campus and alumni communities, and for development goals—is essential. 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 advance UC Berkeley's institutional commitment to diversity, equity, inclusion, belonging, and justice

Integral to UC Berkeley's mission, the next Chancellor must serve as a champion and passionate advocate for diversity, equity, inclusion, belonging, and justice, and ensure that UC Berkeley remains an engine for social mobility. The Chancellor will promote an understanding of the essential role these core values play in a public university and how a commitment to these values extends to every facet of the university including its mission, faculty and staff hiring, student recruitment and support, curriculum and programmatic offerings, scholarly and creative activity, and partnerships across UC Berkeley and in the

external community. In reflection of the increasing diversity of its students, Berkeley is on a path to apply to become an [Hispanic Serving Institution](#) by 2027.

The Chancellor must work to increase student, staff, and faculty diversity and retention through meaningful outreach, strategic mentorship, and engagement. They should be results-oriented with respect to diversity and inclusion, 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 a recognition of and a commitment to the positive value that promoting, building, and maintaining diverse populations among all stakeholders brings to the campus.

Build a stronger sense of community and support Berkeley's students, staff, and faculty

Berkeley is home to a community of students who want to change the world and influence conversations about the world's most perplexing issues. The campus is shaped by students from across the globe who bring their diverse perspectives, backgrounds, and life experiences to enrich the greater UC Berkeley community. The Chancellor must put students at the center of decision-making and continue to support and promote UC Berkeley's graduate and undergraduate educational mission. They must manage enrollment growth while ensuring an exceptional student experience and success, simultaneously attending to challenges, particularly with campus housing, improving access and quality. The next Chancellor must think creatively about meeting students' increasing need for financial support – including addressing housing and food insecurity – to attract the best and most diverse student population. This person must create an open, welcoming, and supportive environment for all students, both in and out of the classroom, regardless of race, gender, socioeconomic status, religion, sexuality, and other protected and under-represented classes, and support students' intellectual, mental, and emotional health, and sense of belonging.

Vital to the continued excellence of the University, the Chancellor must foster an environment where the campus can recruit and retain world class faculty who enhance UC Berkeley's global standing in 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 best Ivy League and private research institutions. The next Chancellor must also collaborate with faculty to develop new graduate and professional programs and maintain excellence of the graduate student population in all schools. To achieve these goals, 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.

The Chancellor must recruit and retain an effective and experienced senior leadership team, and further invest in a strong staff foundation across the campus. This requires thinking strategically about key senior hires that complement their own strengths and appropriately fills any gaps, maintaining a collaborative and effective leadership team. 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.

It is imperative that the next Chancellor understand and engage Berkeley's many constituent groups in a substantive, meaningful manner, enhancing community and belonging across the campus. This person must embrace collaborative decision-making and transparent communication to maintain trust and morale. Given the distinctive history and orientation of the campus, the Chancellor should amplify its public mission, as well as its legacy of student activism and engagement. The Chancellor will be visible to and in the community and in doing so, embrace Berkeley's activist ethos.

Envision, lead, and cultivate transformational initiatives and partnerships

The Chancellor will join Berkeley at a time of extraordinary promise given a number of exciting initiatives that are underway including the lease and development of 36-acre property, the [Berkeley Space Center at Moffett Field](#) supporting research partnerships and a potential new aerospace engineering program, a strong, vibrant, and growing partnership with [UCSF](#) and the longstanding partnership with [Lawrence Berkeley National Laboratory](#), which the University of California manages and operates on behalf of the United States Department of Energy. In addition to fostering these partnerships, the Chancellor will lead in the identification and pursuit of new partnerships that will enable Berkeley to further extend its mission, enhance opportunities for faculty and students, generate new mission-aligned revenue for the campus, attract philanthropic support, and engage more deeply with the Bay Area region.

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

The Chancellor will play a significant external role, strengthening communication and outreach locally, nationally, and internationally. They must grow, strengthen, and leverage current partnerships and add new ones, engaging with donors and alumni in a variety of settings and helping to foster their desire and willingness to support the university's mission. 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 well thought-out strategies. The Chancellor must work collaboratively with system leadership – including the Office of the President and the University of California Regents – 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. The University is deeply invested in its relationships with the City of Berkeley and surrounding municipalities. The next Chancellor must develop long-term, collaborative, and productive relationships with the mayor of the City of Berkeley and other elected and community leaders in the region to advance mutual interests, including housing.

Champion the revitalization of UC Berkeley's physical infrastructure

As a world-leading public research university, modern facilities are essential to UC Berkeley's competitiveness. The campus has considerable challenges in its capacity to house students and to provide modern laboratory infrastructure for research and instruction. In addition, 180 UC Berkeley buildings, totaling 7.4 million gross square feet, have seismic ratings that require significant retrofit or total replacement. As of mid-2023, the campus has \$1.5 billion of capital projects under construction, \$485 million additional projects breaking ground in the remainder of the calendar year, and an additional \$1.2 billion worth of projects in design. The next Chancellor will play a pivotal role in continuing to revitalize the campus, which has over \$8.5 billion in needs identified to address deferred maintenance, seismic safety, student housing as well as competitiveness in learning and research. Commencing the long-planned, vibrant new future for People's Park is among the key projects. Binding all these projects together is a deep commitment to support academic excellence, equity of access and experience, and environmental sustainability through design and construction. The campus presently has an ambitious clean energy project underway which will retire Berkeley's natural gas cogeneration facility and fully decarbonize the campus with renewable sources of electricity.

Promote societal and environmental impact through innovation and entrepreneurship

In 2020, Pitchbook ranked UC Berkeley as the No. 2 university campus globally for entrepreneurship and No. 4 for the total number of startups established. As of 2020, alumni startups have raised more than

\$36 billion in venture capital and helped create many of the world's most valuable and impactful companies today. The next Chancellor will be a powerful advocate for faculty, student, and alumni entrepreneurship and will extend UC Berkeley's impact on society through the campus' [constellation](#) of incubators, accelerators, student experiential programs, alumni networks, and UC-affiliated venture capital funds devoted to social and technological innovation and entrepreneurship.

Qualifications and Experience

The successful candidate must be an energetic leader with vision, breadth, and drive; academic distinction that generates the respect of the university community; demonstrated executive management ability; and interpersonal and communications 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 and protector of access for all. The Chancellor should articulate a manifest understanding and appreciation for shared governance; a record of securing significant financial resources; and proven ability to establish and maintain constructive relationships with external constituents and alumni. Within this context, the following are required and preferred qualifications:

Required qualifications:

- A track record of significant and successful leadership that harmonizes with UC Berkeley's traditions of academic excellence, access, and shared governance.
- A deep knowledge of the culture and organization of academia.
- An astute understanding of higher education trends, particularly as they relate to the realities and constraints inherent to the University of California and other public institutions in the domains of teaching, research, and service to the field and community.
- Excellent operational skills and a history of successfully navigating and managing a large, complex organization.
- 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.
- A track record of engaging a variety of constituents and cultivating long term relationships leading to significant philanthropic support. An enthusiasm for and willingness to dedicate substantial time to fundraising.
- Strong ability to navigate political landscapes adeptly and effectively advocate for the university's interests with legislative bodies and policymakers.
- A demonstrated track record in fostering a diverse and inclusive environment that supports academic excellence and the recruitment and retention of high-caliber faculty, staff, and students.
- Evidence of, respect for, and engagement in the principles of shared governance.
- A decisive leader and person of integrity, willing to make hard decisions rooted in ethics, values, and principles.

Preferred Qualifications:

- An earned doctorate or an equivalent terminal degree.
- Strong record of exceptional scholarly achievement.
- Exceptional listening skills characterized by empathy and the ability to engage with others' points of view and ideas in a thoughtful way and synthesize multiple and disparate views to define a path forward.
- The ability and energy to be an agent for positive change.
- A demonstrated record of astute judgment in hiring, retaining, and developing senior leadership and staff and building high-performing teams.
- 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 track record of visible, engaged leadership that lends itself to building trust and morale.
- Experience envisioning and developing strategic initiatives with external partners to enhance opportunities to advance the institution's mission.
- A deep appreciation for and the ability to advance and advocate for innovation and entrepreneurship.
- Experience with the development of new academic programs to maintain excellence of undergraduate and graduate education.
- Evidence of ability to garner resources for initiatives that enhance student success.
- Supportive of student-centered leadership environments with a particular appreciation for and understanding of a large, diverse student population.
- A high degree of cultural proficiency and emotional intelligence, coupled with an appreciation for diversity and understanding when engaging with individuals from various backgrounds, cultures, and experiences.
- Demonstration of an authentic, inspirational, and effective communication style and the ability to connect with a wide range of internal and external communities.
- A familiarity with and successful experience with crisis communication.
- Track record of dynamic civic and community engagement.
- Experience applying creative solutions to myriad capital planning and facilities issues.
- A track record of supporting scholarship across and between disciplines.
- A record of successfully working in a multi-institutional context.
- Experience with NCAA Division 1 (D1) athletics programs.

Location

With a population of over 117,000, the City of 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.

Conditions of Employment

- Successful completion of a background check is required for this critical position. ([Please see Background check process at UCOP](#))
- Financial disclosure requirements of the California Reform Act of 1974

- Annual disclosure of outside professional activities
- Smoke Free Work Environment: The University of California, Office of the President, is smoke & tobacco-free as of January 1, 2014. ([Please see UC Smoke & Tobacco Free Policy](#))
- University employees will be required to comply with all applicable University policies, as may be amended from time to time. Federal, state, or local public health directives may impose additional requirements.

Compensation

The University of California, UC Office of the President is required to provide a reasonable estimate of the compensation range for this role. This range takes into account the wide range of factors that are considered in making compensation decisions including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience. The budgeted salary range that the University reasonably expects to pay for this position is \$800,000 to \$950,000. UC offers excellent benefits, including medical, dental, vision and retirement plans as well as moving, relocation, and housing assistance.

Applications, Inquiries, and Nominations

Applications must be complete to be reviewed for consideration. A complete application includes: 1) CV, and 2) completion of the UC Applicant Self-Identification online form. Candidates invited for interviews must provide an Equity, Diversity, and Inclusion Contribution Statement.

WittKieffer is assisting the University of California in this search. Reviews of candidate materials will begin immediately, and the position will remain open until filled. For best consideration, please submit materials by December 18, 2023. Salary will be commensurate with experience. Candidates are welcome to apply at WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to the WittKieffer consultants supporting this search: Suzanne Teer, Zachary A. Smith, Ph.D., Melody Rose, Ph.D., and Christine Pendleton at UCBerkeleyChancellor@wittkieffer.com.

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. For the University of California's complete nondiscrimination and affirmative action policy, please visit the webpage for the [University of California Policy on Discrimination, Harassment, and Affirmative Action in the Workplace](#).