

## CRITERIA FOR THE SELECTION OF THE PRESIDENT OF THE UNIVERSITY

The University of California, the nation's preeminent public research university, seeks an exceptional and visionary leader with a commitment to public higher education to be its 21<sup>st</sup> President. The President will provide leadership for the University's ten campuses, five medical centers, three affiliated national laboratories, and statewide agriculture and natural resources program. The UC system comprises 280,000 students, 227,000 faculty and staff, and an operating budget of \$36.5 billion.

The following criteria for the role of the President of the University have been established based upon broad consultation with advisory groups of faculty, students, staff, and alumni. While a candidate may not be able to demonstrate excellence in all of these areas, a successful applicant is likely to meet many of these attributes. Although a terminal degree and exceptional academic administrative experience are preferred, the Board of Regents also welcomes and encourages candidates who have achieved noteworthy success in their respective fields outside higher education.

### Leadership

- Knowledge of the academic enterprise. Possesses understanding of and appreciation for the University, its distinctive culture of shared governance, its teaching, research and public service mission, and the context of the student body.
- Demonstrated track record of advocacy for diversity, equity and inclusion and a commitment to building a University that serves the diverse population of the state of California.
- An inspirational leader with passion and the ability to effectively communicate the value of the University to the State and inspiring stakeholders to be committed to sustaining the University's excellence.
- A proven record of success in leading and managing change in a complex and dynamic environment where success is achieved in partnership and collaboration rather than solely through direct authority.
- An innovator who can articulate a strategic vision for the University's future and whose credibility with university constituents facilitates strategic planning and sound decision making.
- Deep understanding of the social, political, economic and legal context of the state of California (or other state with a competitive higher education environment), and the political acumen and experience to be an effective advocate and spokesperson for the University with the Governor, the legislature, and the public.
- Experience serving as the chief advocate for excellence and innovation within their organization and a track record of success in elevating its profile and national and international standing.
- A proven history of developing high-performing teams and cultivating environments with a shared sense of mission and culture that encourage entrepreneurship, innovation, and collaboration.
- Ability to successfully advocate for public funding and secure the financial resources from both private and public sources necessary to sustain and grow the University and ensure that an accessible and affordable education is available to qualified California students.

- Experience leading large, complex institutions, in either academia, industry, government or the public non-profit sector.
- Experience working with large Boards as a thought partner and innovator, while respecting the fiduciary responsibility of the Board for the institution.

### Management

- Broad management and executive experience, understanding of complex budgets, and the skills to manage and allocate resources effectively. Experience leading institutions through economic challenges under conditions of fiscal constraint.
- Experience with the strategic investment of resources in emerging fields where the University of California may demonstrate and leverage its intellectual dynamism for the benefit of the State, the nation, and the world.
- Experience in adversity leadership. Able to proactively identify and/or manage crises and controversies effectively.
- Ability to lead systemwide innovation and problem-solving, leveraging the size of the University, while appreciating and respecting the unique histories, challenges and opportunities of each campus and UC location.
- A commitment to the recruitment and retention of exceptional faculty, as well as senior management personnel committed to professional development, employee engagement, equitable compensation and making the University an employer of choice.
- Experience working with organized labor, history of positive labor-management relations, and commitment to successful collective bargaining.
- Demonstrated track record of consulting with multiple constituencies in developing plans and proposals and commitment to shared governance.
- Capacity to engage with health system leaders to mitigate risk, lead innovation and take advantage of opportunities in the rapidly changing health enterprise environment.
- Ability to ensure compliance with laws, regulations, policy and ethical principles and serve as guardian of the public trust.

### Personal Characteristics

- A skilled communicator with exceptional interpersonal, listening and negotiation skills applied across a broad spectrum of constituents and stakeholders including students, faculty, staff, unions, alumni, state and federal government officials and legislators, business leaders, and other higher education leaders, both in California and nationally.
- Inspiring, visionary and collaborative leader who can influence others to achieve common goals by engaging and developing robust relationships with stakeholders and maintaining a visible and active presence on campuses and throughout California.
- Commitment to the public service mission of the University.

- Commitment to fostering a positive workplace and campus climate that reflects the values of the University.
- Commitment to integrity and transparency in all University affairs and to developing and enhancing public trust in the University.
- A genuine passion and recognition of students and their centrality to the University's mission and a dedication to the University of California's commitment to educational access and student success.
- The capacity to enhance the University of California's current organizational structure in a manner that creates a cohesive and well-integrated System that prominently champions the contributions and strengths of each individual component institution; leveraging their collective resources to heighten the System's reputation and impact and promote a compelling vision for the future.
- The capacity to assume a position of significant stature within the State of California, nationally, and globally as a thought leader in higher education and in addressing the grand challenges impacting society and humankind.
- A collaborative leadership style that reflects humility and the ability work well as part of a team.