



Opportunity and Challenge Profile

*Search for the Provost and Executive Vice Chancellor
University of California, Davis
Davis, California*

The University of California, Davis (UC Davis) seeks an academically distinguished, results-oriented, collaborative leader to serve as its Provost and Executive Vice Chancellor (Provost/EVC). The Provost/EVC serves as the chief academic, budget, and operating officer for the University, working closely with the Chancellor, Dr. Gary S. May, to guide the campus to further success and impact as UC Davis continues to evolve as one of the premier public research universities in the nation and a vital resource for all citizens in Northern California and beyond.

UC Davis enrolls more than 39,000 undergraduate and graduate students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of roughly \$4.9 billion. Spanning 5,300 acres, UC Davis is the largest campus in the UC system and the third-largest by enrollment. The University is a member of the prestigious Association of American Universities (AAU) and ranks 5th among public research universities nationwide, according to the latest *Wall Street Journal/Times Higher Education* rankings. Its broad array of academic programs is one of the most comprehensive in the American academy, comprising four undergraduate colleges in Letters and Science, Biological Sciences, Engineering, and Agricultural and Environmental Sciences; as well as six graduate and professional schools in medicine, nursing, management, education, veterinary medicine, and law; and the Division of Continuing and Professional Education. UC Davis also operates UC Davis Health, which includes a nationally ranked 625-bed acute-care teaching hospital and a 1,000-member physician's practice group, as well as research facilities located across the region and beyond. The University generates more than \$845 million in research funding annually.

The next Provost/EVC will join UC Davis at a time of tremendous opportunity and optimism. The campus community is eager to welcome their next academic leader, who in turn will engage deans, faculty, Academic Federation members, students, and staff to build on the institution's momentum and leverage its many strengths, most particularly its academic and research excellence across a broad array of disciplines consistent with its land-grant mission, focus on sustainability, and membership in the UC system. To achieve this, the Provost/EVC will be expected to lead the implementation of the campus' ambitious strategic plan while further integrating the Davis and Sacramento campuses and fostering innovation in education, research, and community outreach and engagement on a dynamic, comprehensive university campus.

UC Davis is well-positioned to increase its prominence and serve as the model for a 21st century comprehensive university. The Provost/EVC will confidently approach challenges, operate with an optimistic attitude, and seek creative solutions. This individual will also be expected to uphold practices of transparency to continually strengthen the lines of communication between the academic administration and the faculty. The Provost/EVC will be a highly visible academic executive who builds strong ties to the campus' faculty leadership through the shared governance structure and interaction with key stakeholder committees.

A list of the desired qualifications and characteristics of the Provost/EVC can be found at the conclusion of this document, which was prepared to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About the University of California System

In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than \$24 billion. The UC comprises 10 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 University also operates five medical centers—at UC Davis, UC Irvine, UCLA, UC San Diego, and UCSF—as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. True to the mission of land grant universities, UC Agriculture connects the power of UC research in agriculture, natural resources, nutrition on youth development with local communities to improve the lives of all Californians. Together, UC 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 California. For more about UC, see <http://universityofcalifornia.edu>.

About UC Davis

UC Davis comprises four colleges – Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science – as well as a graduate studies program and six professional schools – Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, School of Veterinary Medicine – and the Division of Continuing and Professional Education. UC Davis has over 100 undergraduate majors and over 95 graduate programs in its diverse academic programs. For more about the colleges and schools at UC Davis, please see: <https://www.ucdavis.edu/academics/colleges-schools>.

UC Davis has an academic staff of roughly 2,450. The University's distinguished faculty includes members of the National Academies of Sciences, Engineering, Inventors, and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, University faculty, alumni, and researchers have won the Nobel Peace Prize, the World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers.

A point of distinction for the University of California is the 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 governing board, the Regents, to ultimately set policy. In essence, shared governance enables partners to focus on what they know, and do, best: faculty pool their expertise to build and govern academic missions, while Regents and administrators allocate human and fiscal resources in service of those missions. By consulting and collaborating with each other, these three entities ensure UC's missions are fulfilled both academically and structurally.

Chiefly responsible for UC's high-quality education, the Academic Senate approves and oversees courses and curricula, and establishes requirements for admissions, certificates, and degrees. It also advises the administration on budgetary, personnel, and other matters pertinent to UC operations. In addition to the Academic Senate of tenured faculty, UC Davis also hosts a professional academic organization, the Academic Federation, comprised of lecturers, researchers, healthcare practitioners, librarians, cooperative extension specialists, continuing educators and other academic appointees who are non-Senate members. The UC Davis Academic Federation is an organization of roughly 1900 UC Davis academic appointees and 17 academic titles. They play a critical role in education, research, delivering health care, reaching out and

representing the University to the community through programs and services. By aligning their interests and coordinating efforts through the Academic Federation, these individuals present a cohesive, respected voice when collaborating with campus and constituent leadership.

UC Davis is recognized for excellence across a wide array of disciplines and measures. *Washington Monthly* has recognized UC Davis as a Top 10 national university based on contributions to the “public good,” defined as social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.Ds.), and service (encouraging students to give something back to their country). The *New York Times* described UC as “California’s Upward-Mobility Machine” as part of its College Access Index, with seven of its 10 campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shone in those rankings, standing second among U.S. colleges for doing the most for low-income students: 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid. UC Davis provides an excellent return on investment and ranks 31st among the top 50 U.S. universities and colleges for the amount of money its students earned over 20 years after earning a degree. UC Davis ranks 6th among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.

UC Davis’ [strategic plan](#), “To Boldly Go,” outlines the aspirations and methods for guiding the University to new heights of distinction over the next 10 years. The plan draws on the campus’ responsibility as a public land-grant university and maximizes its opportunities as a driver of innovation and economic growth for the public good.

UC Davis has also made excellent strides in supporting diversity and developing an inclusive campus community: the University has adopted a Strategic Plan for Diversity and Inclusion, and the campus ranked first on a *Diverse Issues in Higher Education* list based on the number of undergraduate degrees for minority students in biological/biomedical sciences. In 2016, *Forbes* named UC Davis first in the nation for launching women into STEM professions, and the University is well on its way to earning a U.S. Department of Education Hispanic Serving Institution designation. Campus Pride, a national non-profit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices. UC Davis is one of only three universities in the United States to receive the American Association for the Advancement of Science’s inaugural STEMM Equity Achievement (SEA) Change Bronze Award, and also is a member of the Aspire Alliance Institutional Change (IChange) Network to support STEM faculty. For more about UC Davis’ initiatives, see: <http://www.ucdavis.edu/about/university-initiatives>

UC Davis is a powerful economic engine for California, generating \$8.1 billion in statewide economic activity and supporting 72,000 jobs. An economic analysis found in 2013-14 that for every two jobs at UC Davis, an additional job was created in other economic sectors of the Sacramento region. Together, UC Davis’ two campuses — in Davis and Sacramento — constitute the second largest individual employer in the Sacramento region, behind only the state of California. UC Davis Health’s total economic impact equates to more than \$3.9 billion and 25,000 jobs, almost two percent of the entire Davis-Sacramento regional economy.

The campus is led by Dr. Gary S. May, seventh Chancellor of UC Davis. Chancellor May was appointed on August 1, 2017. An accomplished scholar and engineer, Dr. May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute’s highly ranked College of Engineering – the largest and most diverse school of its kind in the nation, with 450 faculty and 13,000 students. Prior to being dean, Dr. May was the Steve W. Chaddock Chair of Georgia Tech’s School of Electrical and Computer Engineering, and previous to that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

Role of the Provost and Executive Vice Chancellor

The Provost and Executive Vice Chancellor (Provost/EVC) reports directly to the Chancellor, and is the chief academic, budget, and operating officer of the UC Davis campus. The Provost/EVC acts for the Chancellor in the Chancellor's absence and is the Chancellor's principal liaison to the Academic Senate, which represents the faculty in the University of California's system of shared governance.

The Provost/EVC has 21 direct reports, as detailed in the organization chart provided in Appendix I. Direct reports include:

- academic deans (with the exception of the School of Medicine and Betty Irene Moore School of Nursing, which have dotted line reporting to the Provost/EVC and direct line reporting to the Vice Chancellor for Human Health Sciences and Chief Executive Officer, UC Davis Health);
- the Vice Provost of Academic Affairs, Vice Provost and Associate Chancellor of Global Affairs, Vice Provost and Dean of Graduate Studies, Associate Vice Chancellor of Enrollment Management, CIO and Vice Provost of Information and Educational Technology, University Librarian and Vice Provost of Digital Scholarship, Vice Provost and Dean of Undergraduate Education, and Vice Provost of Public Scholarship and Engagement;
- heads of the Mondavi Center for Performing Arts and Shrem Museum, Director of Humanities, Arts, and Cultural Partnerships, and Senior Advisor for STEM Strategies;
- a chief of staff.

The Provost/EVC, in close collaboration with the Chancellor and in active consultation with the Academic Senate, has responsibility for ensuring the academic preeminence of UC Davis by guiding academic planning efforts, promoting campus-wide academic initiatives, recruiting and retaining a diverse and outstanding faculty, allocating resources among the deans, and formulating academic policies.

The Provost/EVC shares with the Chancellor and the Vice Chancellor - Finance, Operations and Administration a major leadership role in managing the daily operations of the campus; defining resource allocation and development priorities and strategies; and implementing the campus-wide budget process. The Provost/EVC serves as the chief budget officer, overseeing an annual budget of \$3.1 billion (excluding UC Davis Medical Center). The Provost/EVC guides efforts in developing academic priorities and strategies and allocating resources to the various academic units.

The Provost/EVC closely collaborates with the Chancellor in strategic planning and providing oversight to progress made across the campus. The Provost/EVC, in close collaboration with the Chancellor and Vice Chancellors, has a major leadership role in the conception, design and implementation of major campus initiatives in support of UC Davis' mission.

The Provost/EVC is responsible for the academic and administrative leadership of a major research university at the highest executive level. Duties include, but are not limited to:

- **Academic Planning, Programs and Policies:** The Provost/EVC guides campuswide academic planning; leads the development, implementation, assessment, and improvement of academic programs and supporting infrastructure, including facilities and information technology. School and college deans report to the Provost/EVC.
- **Academic Personnel Administration:** The Provost/EVC leads planning processes for faculty recruitment, retention and renewal; oversees faculty appointment, development, complaint resolution, tenure, and promotion processes.

- Academic Support and Outreach Programs: The Provost/EVC is responsible for campuswide integration of international academic programs, and academic support programs for graduate and undergraduate students, and the Division of Continuing and Professional Education.
- Campus Administrative Operations and Budgeting: The Provost/EVC shares with the Chancellor and the Vice Chancellor—Finance, Administration and Operations the overall coordination of campus administration including: resource management, planning and policy development for capital and operating budget resources; resource allocation; facilities operations and physical planning including the long range development plan; information technology; and libraries.
- The Vice Chancellor for Human Health Sciences and the Chief Executive Officer, UC Davis Health and the Provost/EVC together serve as the Governing Body of UC Davis Medical Center hospitals and clinics.

Key Opportunities and Challenges for the Provost and Executive Vice Chancellor

In leading UC Davis into its next era of academic excellence and impact, the Provost/EVC will address several key opportunities and challenges, which are detailed below:

Implement the campus' bold strategic plan for the future

UC Davis contains an extraordinary breadth of disciplinary expertise that has grown and been nurtured over the decades. One of the campus' enduring strengths is the community's commitment to collaborate and cooperate in research and education. UC Davis' success will rest heavily on its ability to leverage this great strength, identify priorities, and build academic excellence. The Provost/EVC, in close partnership with other University leaders, will be responsible for catalyzing, implementing, tracking, and assessing the delivery and impact of the campus [strategic plan](#).

Education is undergoing rapid and extensive changes across the nation and around the globe. UC Davis must be attentive and nimble in its efforts to ensure that students enjoy an educational experience that is empowering and provides the best possible preparation for their future lives and careers. Using the campus strategic plan as a foundation, the Provost/EVC will ensure that academic planning for the campus is approached with similar thoughtfulness and rigor. Faculty have expressed the desire for a campus academic plan that draws on individual units' strengths and strengths of the campus, furthering Davis' commitment to providing a world-class education for its students.

Strengthen and support the research enterprise

Research at UC Davis is a thriving enterprise that involves thousands of faculty, professional researchers, support staff, postdoctoral fellows, and undergraduate and graduate students, creating new knowledge and answering questions that inform and improve lives. One of the most remarkable aspects of UC Davis is the breadth and excellence of its research programs, including agricultural, biological, engineering, mathematical, physical, and social sciences, the arts and humanities, veterinary medicine and human health, management, law, and education. All of these occur on a vast campus, spread across multiple sites in Davis, Sacramento and elsewhere in California from the coast to the Central Valley to the Sierras.

The breadth of this research enterprise is a great strength, making possible an unparalleled diversity of interdisciplinary research opportunities. This breadth also presents several challenges. These include efficiently identifying and leveraging interdisciplinary partnerships when the people involved are spread across multiple programs and places; and also identifying the most promising areas of future research and focusing investments to support these areas, while still continuing to support existing programs that are important to the University's mission. The Provost/EVC will work with leadership, faculty, and students

across the disciplines to identify areas of research that will best position the campus for the future and will ensure campus and local investments to advance the highest priorities.

Advance student achievement and success

The Provost/EVC, working closely with the new Vice Chancellor for Student Affairs, will cultivate relationships with faculty, Academic Federation members, staff, and students to foster more synergies around student success efforts. They will serve as a visible advocate for student success and find new ways to foster a more supportive academic experience for all students, with particular attention to first-generation, low-income, and students from historically underrepresented backgrounds. The Provost/EVC will also drive support systems which increase student persistence, graduation, and access to satisfying career experiences and pathways after graduation with the goal of closing the opportunity gap and ensuring all UC Davis students, regardless of background, graduate at very good rates.

Ensure strong operational and fiscal management to support University operations

In close collaboration with the Vice Chancellor for Finance, Operations, and Administration, the Provost/EVC will advocate for academic affairs and prioritize operational and fiscal pathways that best support the campus' mission and activities. The Provost/EVC will optimize operational processes across units and campuses regarding infrastructure, physical capacity, and allocation of resources. The Provost/EVC will be the primary decision maker on issues regarding the campus budget and financial principles and models, taking into account their implications for faculty, Academic Federation members, staff, students, and programs as a whole. By applying strong knowledge and familiarity with institutional budgeting practices and models in higher education and the trade-offs and challenges that come with each, the Provost/EVC will promote a strong and financially sustainable academic enterprise.

The Provost/EVC will work with the deans and other senior leaders to communicate changes and provide guidance in funding decisions, while respecting autonomy of the units. In addition, the Provost/EVC will ensure effective and supportive operations from his/her office, including streamlined policies and procedures, open communication channels, and effective and collaborative decision making, in order to create the agile academic culture necessary to realize future opportunities.

Embrace diversity, practice inclusive excellence, and strive for equity

UC Davis believes that achieving campus aspirations in teaching, research and service depends on the strength of a diverse and inclusive culture that creates access and supports success for all students, staff, Academic Federation members and faculty. From recruitment to commencement for students, and from hiring to retirement for academics and staff, UC Davis is committed to finding and implementing effective strategies for continuous improvement in addressing these goals.

Building the capacity to do the work of diversity, equity, and inclusion on the UC Davis campus has been a multi-year, multi-pronged process to assess and understand the opportunities at UC Davis. The importance of this work and a desire to sustain the momentum has led to the creation of a new role: the Vice Chancellor for Diversity, Equity, and Inclusion. In close partnership with the Vice Chancellor and other campus leaders, the Provost/EVC will provide leadership in recruiting and retaining a diverse faculty, Academic Federation members and staff, and in identifying and executing effective means of marketing the University to prospective students at all levels and from all backgrounds. The Provost/EVC will be a key figure in UC Davis' efforts to advocate and model inclusive behavior to its populations and communities and oversee the continued development of structures to assure the success of all students, faculty, Academic Federation members and staff. It is expected that the Provost/EVC will embrace cultural and other differences and will demonstrate a personal commitment to equity, community, and inclusiveness. They will publicly encourage

an atmosphere that is welcoming, celebrates diversity in all its manifestations, and does not discriminate on the basis of race, ethnicity, gender and gender expression, age, visible and non-visible disability, nationality, sexual orientation, citizenship status, veteran status, religious/non-religious, spiritual, or political beliefs, socio-economic class, status within or outside the university, or any of the other differences among people which have been excuses for misunderstanding, dissension or hatred.

Foster continued integration of and connections across UC Davis and in the surrounding communities

One of UC Davis' distinguishing characteristics—its status as a comprehensive R1: doctoral, land grant university campus with a robust academic medical center—also presents leadership challenges for the University. Working closely with the Vice Chancellor for Human Health Sciences and Chief Executive Officer, UC Davis Health, the Provost/EVC will identify ways to further connect the Davis and Sacramento campuses and to leverage both campuses' distinct strengths and areas of expertise to enhance the other. The Provost/EVC will also work with academic leadership to promote interdisciplinary collaborations and partnerships and to think about ways UC Davis can meaningfully incentivize such work.

The Provost/EVC will support the Chancellor's initiatives—including fundraising and alumni engagement—to reach outside the bounds of the campus, and will foster connections and collaborations in Davis and Sacramento, as well as within the Central Valley and in the surrounding California region. As a land grant institution, UC Davis has a long history of engaging with the agricultural community. The Provost/EVC will work with the Vice Provost of Public Scholarship and Engagement Provide and Vice Provost of Academic Affairs to ensure support of faculty service and public engagement, in all Colleges, that connects to regional and statewide communities.

Represent and advocate for the campus within the UC system

Recognizing the value of the peerless UC system, the Provost/EVC will establish a close working relationship with system leadership and with administration on other campuses. The Provost/EVC will seek to leverage the many assets of the UC system while contributing to the whole, and will forcefully represent UC Davis as a campus of excellence within the system, region, state, and country.

Qualifications and Characteristics

The successful candidate must have an excellent record of academic accomplishment and a history of academic leadership and achievement in creating and supporting a climate of community, understanding, and mutual respect. The Provost and Executive Vice Chancellor will also bring many, if not all, of the following:

- National or international distinction as a scholar, researcher and educator with a scholarly and teaching record appropriate for a position as full professor in the University of California
- Proven record of achievement in building, enhancing and sustaining excellent academic programs
- Profound understanding of the academic, organizational, and financial issues facing a complex major research university
- Commitment and demonstrated ability to attract, motivate, and retain a diverse and outstanding faculty, staff, and student body

- Respect for and demonstrated experience in working in a Shared Governance environment: demonstrated experience working in successful collaboration with a divisional or university body equivalent to the University of California Academic Senate
- Demonstrated ability to lead complex resource allocation processes and achieve academic and administrative priorities through appropriate resource allocation
- An understanding of and respect for the fundraising enterprise, as the Provost/EVC will support the Chancellor and university leadership in this work
- Proven commitment to and ability to articulate the University of California's goals of academic excellence in teaching, research, and outreach
- Excellent communication skills with a demonstrated ability to listen to a variety of constituent groups, synthesize input, make decisions and share information broadly to build consensus and support for action
- Ability and experience in leading broad intellectual activities from the health sciences to arts and humanities

Location

UC Davis is located in the city of Davis, a vibrant college town in Yolo County, in California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all located within a two-hour drive. Davis is noted for its desirable quality of life, its community-oriented atmosphere, and its plentiful parks and open spaces. Davis also is known for its innovation in all aspects of community life as a leader in fostering and implementing non-traditional approaches to traditional problems. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region are also home to a thriving and engaged business community, fueled by UC Davis and eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport; there is also a commuter airport located on campus—the only one in the UC system.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7311.

Complete applications will include a CV, cover letter, and diversity statement. In a "Statement of Contributions to Diversity," applicants should describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty member and administrator at UC Davis. Electronic submission of materials is strongly encouraged.

*Provost and Executive Vice Chancellor
University of California, Davis*



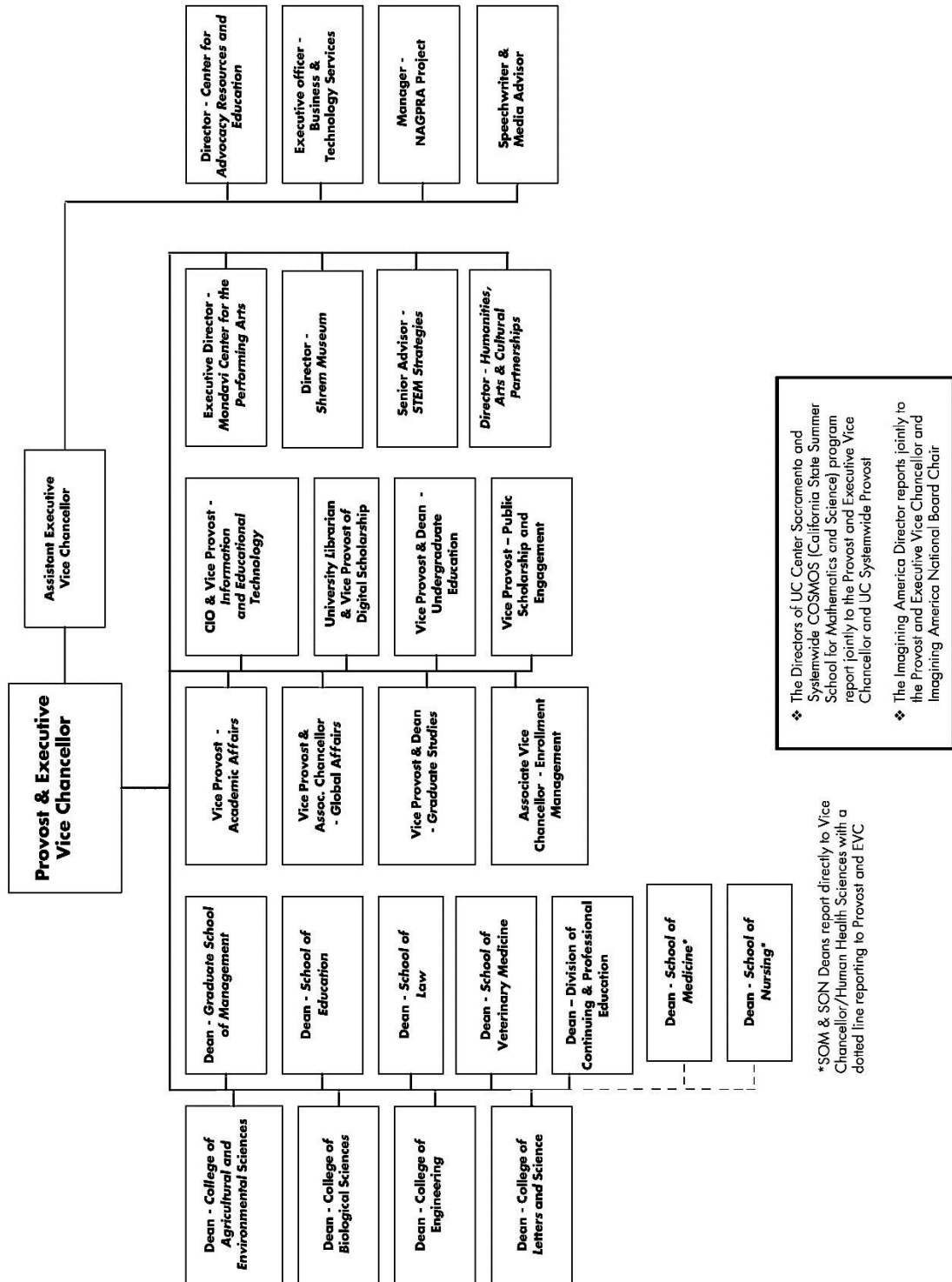
*Recruiting exceptional leaders
for mission-driven organizations*

David Bellshaw and Brett Barbour
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900

The University of California is an Equal Opportunity / Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.

Appendix I

UNIVERSITY OF CALIFORNIA, DAVIS



❖ The Directors of UC Center Sacramento and Systemwide COSMOS (California State Summer School for Mathematics and Science) program report jointly to the Provost and Executive Vice Chancellor and UC Systemwide Provost

❖ The Imagining America Director reports jointly to the Provost and Executive Vice Chancellor and Imagining America National Board Chair

*SOM & SON Deans report directly to Vice Chancellor/Human Health Sciences with a dotted line reporting to Provost and EVC