Executive Summary

The University of California, Davis (UC Davis) seeks an experienced, creative, energetic, and student-centered leader to serve the institution as its next director of athletics (AD or director).

UC Davis is one of ten campuses of the world-class University of California System and is consistently ranked among the top public institutions nationally. Founded primarily as an agricultural campus, the university has expanded over the past century to include graduate and professional programs in medicine (which includes the UC Davis Medical Center), law, veterinary medicine, education, nursing, and business management, in addition to 90 research programs offered by UC Davis Graduate Studies. The UC Davis School of Veterinary Medicine is the largest veterinary school in the United States and has been ranked first in the world for five consecutive years. Centrally located between San Francisco, Lake Tahoe, and the Napa Valley, UC Davis is known nationwide as a leader in Title IX gender equity and leadership, ranks annually in the top 10 in diversity and students' social mobility, and offers an unrivaled student-athlete experience that features the ideal combination of a major university with Division I athletics, located in a true college town.

With approximately 700 student-athletes, UC Davis sponsors 25 NCAA Division I varsity teams. The Aggies athletic teams compete primarily as members of the Big West Conference with additional sports in the Big Sky Conference (football only), the Mountain Pacific Sports Federation, the Western Water Polo Association, America East (field hockey), and Eastern College Athletic Conference (equestrian).

The Aggies have won numerous team conference championships and/or NCAA tournament/playoff appearances in their short twelve year history at the Division I level, including baseball, men's basketball, women's basketball, men's cross country, women's cross country, football, men's golf, women's golf, gymnastics, women's lacrosse, men's soccer, softball, women's swimming and diving, men's tennis, women's track and field, men's water polo, and women's water polo. UC Davis has also had numerous individual conference titles and NCAA appearances in men's cross-country, women's cross-country, gymnastics, men's golf, women's golf, women's swimming and diving, men's track and field, and women's track and field. For the 12th time in the last 13 years, the Aggies posted the highest GSR (92 pct.) in the Big West Conference. In the most recent Division I Academic Performance Program report, eight Aggies teams had GSRs of 100 percent, including: field hockey, men's golf, men's tennis, men's water polo, women's golf, women's swimming and diving, women's tennis, and women's water polo.

Reporting to Chancellor Gary May, the director of athletics will be expected to lead a highly dedicated and experienced team of 150 coaches and staff. The incoming director will be expected to manage a balanced budget of approximately $39 million while working creatively to identify new resources that support all 25 men's and women's athletic programs. The successful candidate will represent and advocate for the athletic department on campus, within the community, and across the nation. The director should be knowledgeable and up to date on local, national, and industry trends, such as the California Fair Pay for Play Act (NIL reform), funding models, pending NCAA lawsuits, as well as NCAA transfer and compliance issues, among others. The director will be expected to articulate a clear vision and strategy for the athletic department that builds on its existing upward momentum while ensuring it is closely aligned with the strategic plan and goals of the university. The director will collaborate with campus stakeholders to ensure a positive overall student-athlete experience by developing and fostering the Aggie EVO program,
which provides significant resources and a vast network of working professionals to ensure post-
graduation success for its student-athletes. It will be important for the next AD to lead, develop, and
uphold current initiatives and strategies that support and inspire diversity, equity, and inclusion. The
director will be expected to build relationships with the student body, alumni, donors, fans, industry
executives, and other stakeholders to advance the department’s goals and objectives by creating
awareness and ultimately generating resources and support for department priorities.

Competitive candidates should demonstrate experience and a commitment toward supporting a premier
student-athlete experience within a campus community that values strong academic and athletic
excellence. The next director of athletics should demonstrate, and set a high standard for, performance,
quality, credibility, transparency, and integrity. The next director should be a hands-on and accessible
administrator and leader with strong interpersonal skills and a willingness to collaborate and actively
engage with a broad group of constituencies in the support of the mission and goals of the athletic
department and the university.

For more information on UC Davis athletics, please visit https://ucdavisaggies.com/.

For information on how to apply or to submit nominations, please refer to the section “Procedure for
Candidacy” at the end of this document.
Role of the Director of Athletics

The director of athletics is responsible for the overall direction, leadership, and management of the Intercollegiate Athletics (ICA) program. This includes responsibility for program quality and integrity, resource acquisition and allocation, facility development and management, fundraising, publicity, marketing, athletic eligibility, and liaison with campus and external organizations. A major responsibility of the director is to provide leadership for the further development of the programs consistent with the objectives and resources of the campus and the campus philosophy of athletics. Oversight includes the management of the Athletics Senior Staff, Intercollegiate Athletics (ICA) Unit Managers, and (25) National Collegiate Athletic Association (NCAA) Division I sports with over 700 student-athletes and a budget of approximately $39 million. The director reports directly to the chancellor.

The director serves as an advisor to university administration as a member of the Chancellor’s Leadership Council. The director of athletics plays a key role in planning for the future direction and needs of the ICA program, and makes final decisions regarding policies, organization, and administration of the ICA program.

The incumbent acts as the primary official and liaison for attracting private support for interactions with community support groups and coordinates and leads annual and major gift fundraising efforts. The director is directly accountable to the chancellor on policy matters pertaining to the National Collegiate Athletics Association, Big West Conference, Big Sky Conference, and other applicable conferences. The ICA program employs approximately 150 full and part-time coaches and support staff. Responsibilities include the eligibility and welfare of student-athletes, program operations, short and long-term fiscal planning and management, marketing and promotions, corporate sponsorships, television and radio contracts, and public relations with intercollegiate athletics constituents.

Key functions of the position include making personnel appointments (including collect bargaining and union negotiations), development of a multi-year budget, and approval of large expenditures. Oversee the distribution of available funds for the athletic grants-in-aid program. Oversee athletic facilities including maintenance, renovation, and the construction of new facilities. Make final decisions regarding department organization, policies and administration, and supervision and management of buildings, space, areas, and equipment assigned to the athletic program. Supervise and evaluate head coaches and approve schedules of all conference and non-conference intercollegiate athletic contests. Organize and supervise the coaching staff to recruit, schedule, and prepare teams for intercollegiate competition, inform and enforce staff members of rules and regulations of the university, the NCAA, the Big West Conference, and five other sport conferences in which various UC Davis sports are a member. The director of athletics ensures that coaches and student-athletes maintain strong academic standards and prioritize career preparation activities, which are consistent with the university’s mission. In addition, the director will closely collaborate with the team physician and sports medicine staff in conjunction with the UC Davis Medical Center.

The director will act as a liaison for the department to the Associated Students of UC Davis (ASUCD), and serve as representative to the NCAA, the Big West Conference, the Big Sky Conference, and other conference affiliations.
Conference Affiliations

- MPSF: W Lacrosse, W Gymnastics, W Swimming & Diving, W Indoor Track & Field,
- Big Sky: Football
- WWPA: M Water Polo
- America East: W Field Hockey
- ECAC: Equestrian

UC Davis has one of the largest student-spirit organizations in the country, the Aggie Pack, with more than 8,000 annual members and 50,000 lifetime members.
Opportunities and Expectations for Leadership

Leadership, Strategic Planning and Operational Management

The incoming director of athletics will lead with integrity and maintain a well-regarded organizational structure based on transparency and effective communication. The incoming director will work with the Office of Finance, Operations, and Administration in the development of a multi-year operational budget, which is currently $39 million. The director will establish a collaborative and inclusive process to develop a shared vision and strategic plan for the athletic department that supports UC Davis's “To Boldly Go” strategic vision. The incoming director must work within a complex university structure and accept the long established policies and procedures that are a product of a collaborative, shared governance model of administration. The director will also act as the liaison and work closely with the Associated Students of UC Davis (ASUCD). The director will oversee athletic facilities including maintenance, renovation, and the construction of new facilities. The director will be expected to lead, organize, supervise, and evaluate the coaching staff in their efforts to recruit, schedule, and prepare teams for successful intercollegiate competition (including collective bargaining and union negotiations). UC Davis is known nationwide as a leader in Title IX gender equity and leadership. The director must ensure a culture of compliance throughout the entire university by educating coaches, staff members, student-athletes, and fans of the rules and regulations of the university, the NCAA, the Big West Conference, and five other sport conferences in which various UC Davis sports are a member.

Diversity, Equity, and Inclusion

The athletic department’s statement and policy on diversity, equity, and inclusion (DEI) demonstrates its values and strong commitment to these important initiatives, which are shared by the broader campus community. The incoming director of athletics should model and promote a shared culture of acceptance and inclusion designed to foster diversity in all forms, including race, ethnicity, gender, sexual orientation, culture, socioeconomic status, age, disability, and intellectual perspectives. Furthermore, the director should build on the existing culture within the athletic department and campus and partner in proactive and intentional ways in support of DEI efforts. As an example of the department’s existing commitment in this regard, the athletic department hired an executive director for athletics diversity, equity, and inclusion – a unique and leading-edge position for a Division I athletics program that raises the level of importance, awareness, and support of DEI across the department. Of equal importance, the director should have a keen awareness of the changing needs and concerns of diverse student athletes and how to better support them, including issues related to the costs of education, meeting day to day financial obligations, food insecurities, mental health concerns, and more.

Partnership with Campus

UC Davis is a highly ranked national university with a rich history of student-athlete academic success. It is strongly committed to the well-being of its approximately 700 student-athletes. Therefore, the next director of athletics must be able to balance and promote the academic, competitive, and social aspects of the student-athlete experience. The next director should foster student-athlete success in the classroom by partnering with the faculty and other academic and administrative offices throughout and across campus. In partnership with campus, the director will provide academic support focused on experiences and outcomes that positively impact key metrics such as GPA, GSR, and APR. It is expected
that these metrics will be shared with the faculty and the broader university community in a transparent and consistent manner. The director should also look for creative and entrepreneurial ways to partner with campus as it relates to the many resources needed to support a successful Division I program.

**Student-Athlete Experience**

The new director of athletics should continue and enhance the innovative Aggie EVO System (life skills and career program) with its primary mission of helping student-athletes prepare for future life success after graduation. Creating a top-tier student-athlete experience is high priority at UC Davis. The director should have a strong understanding of the changing needs of student-athletes and their desire to have a voice in national issues such as racial injustice, social justice, and environmental sustainability. The director must be knowledgeable and conversant in other changing issues effecting student-athletes such as NIL, transfer rules, and pending NCAA lawsuits. Additionally, the director will promote a family atmosphere that values togetherness, collaboration and the mutual support of all Aggie teams. The director should be accessible, approachable and present for all student-athletes, coaches, and staff.

**Fundraising and External Relations**

UC Davis athletics saw a record level of support from intercollegiate athletics donors throughout the 2019-20 fundraising year. The new director of athletics must continue this positive momentum and play a lead role as the athletic department's chief fundraiser, raising money for the Team Aggie Athletics Fund as well as other important sport specific funds. Furthermore, UC Davis recently launched a $2 Billion, “Expect Greater”, fundraising campaign. The athletic department has a major role in the campaign with the following fundraising priorities: 1) the Edwards Family Athletics Center (which will house strength and conditioning, sports medicine, and EVO); 2) the Marya Welch Initiative to establish a financial foundation for women’s teams; and 3) the Aggie EVO System that provides academic, personal development, and career development opportunities for all student-athletes. The director will work closely with the chancellor and university leadership to enhance fundraising efforts through the stewardship of current donors and the identification and cultivation of new donors to creatively expand and generate new resources. Accordingly, the director will serve as an engaged and enthusiastic ambassador of UC Davis by developing relationships with alumni, members of the university community, and local leaders to promote and benefit the athletic department and the entire university. Furthermore, the director should be visible and engaged throughout the community and increase connections to local business and industry partners. There is an expectation that the incoming director reside in and be an active member of the local Davis community.
Qualifications and Qualities

The ideal candidate will have the following qualifications and qualities:

- A bachelor’s degree and at least ten years of relevant experience is required.
- In-depth understanding of the highly dynamic athletic marketplace for effective oversight of the contract negotiation process.
- Extensive experience related to requirements of the National Collegiate Athletic Association’s (NCAA) Rules and Regulations and the Division I Athletic Philosophy.
- Effective communication skills to interact with all members of the organization in order to enhance understanding, respect, cooperation, and problem-solving and to communicate goals and objectives of the ICA program.
- Highly developed political and organizational acumen and sensitivity.
- Demonstrated experience to collaborate effectively across organizational lines, follow through on commitments and actively support the mission and goals of the unit.
- Advanced analytical skills and experience sufficient to produce desired results for both immediate and long-term strategic goals.
- Excellent public speaking and written communication skills.
- Ability to promote and maintain good community relations and engage constituents in support of the mission of UC Davis Athletics.
- Demonstrate and set high standard of behavior, performance, quality, credibility, and integrity.
- Ability to lead a diverse staff to accomplish designated mission; and work in a challenging academic environment while leading a successful Division I athletic program.
UC Davis Athletics

UC Davis is home of the Aggies. Students compete in 25 Division I varsity sports, 39 club sports, and 29 types of intramural programs. In addition, located all over campus, the UC Davis community has access to 13 different athletic facilities including, UC Davis Health Stadium, The Pavilion, Dobbins Stadium, and more.

The UC Davis community cheers on 25 NCAA Division I varsity teams. The Aggies have won numerous team conference championships and/or NCAA tournament/playoff appearances in their short twelve year history at the Division I level, including baseball, men's basketball, women's basketball, men's cross country, women's cross country, football, men's golf, women's golf, gymnastics, women's lacrosse, men's soccer, softball, women's swimming and diving, men's tennis, women's track and field, men's water polo, and women's water polo. UC Davis has also had numerous individual conference titles and NCAA appearances in men's cross-country, women's cross-country, gymnastics, men's golf, women's golf, women's swimming and diving, men's track and field and women's track and field.

UC Davis student-athletes are enrolled in over 60 academic majors and perform academically at a level of achievement that is equivalent to the undergraduate student body at large. UC Davis teams lead their conferences in many academic metrics, including Academic Progress Rate (APR) and Graduation Success Rate (GSR). UC Davis Athletics also sets the national standard in preparing student-athletes to launch successfully into jobs and graduate school opportunities through its innovative Aggie EVO System.

ICA Division I Sports at UC Davis

- Baseball
- Men's Basketball
- Women's Basketball
- Beach Volleyball
- Cross Country
- Equestrian
- Football
- Field Hockey
- Gymnastics
- Men's Golf
- Women's Golf
- Lacrosse
- Men's Soccer
- Women's Soccer
- Softball
- Swimming and Diving
- Men's Tennis
- Women's Tennis
- Track and Field
- Indoor Track
- Volleyball
- Men's Water Polo
- Women's Water Polo
About UC Davis

Overview

UC Davis is the home of the Aggies — go-getters, change makers, and problem solvers who make their mark at one of the top public universities in the United States.

Since we first opened in 1908, we've been known for standout academics, sustainability and Aggie Pride as well as valuing the Northern California lifestyle. These themes are woven into our 100-plus-year history and our reputation for solving problems related to food, health, the environment, and society.

Our 5,300-acre campus borders the city of Davis, a vibrant college town of about 68,000 people living in Yolo County. The state capital is 20 minutes away, and world-class destinations such as the San Francisco Bay Area, Lake Tahoe, and the Napa Valley are within a two-hour drive.

UC Davis Land Acknowledgment

UC Davis pays homage to the indigenous people and land on which the Davis campus is located. Following consultation with members of the Patwin native community, the campus is pleased to provide the following Land Acknowledgement Statement:

We should take a moment to acknowledge the land on which we are gathered. For thousands of years, this land has been the home of Patwin people. Today, there are three federally recognized Patwin tribes:
Cachil DeHe Band of Wintun Indians of the Colusa Indian Community, Kletsel Dehe Wintun Nation, and Yocha Dehe Wintun Nation.

The Patwin people have remained committed to the stewardship of this land over many centuries. It has been cherished and protected, as elders have instructed the young through generations. We are honored and grateful to be here today on their traditional lands.

**Strategic Plan**

**TO BOLDLY GO: A strategic vision for UC Davis**

The University of California, Davis contains an extraordinary breadth of disciplinary expertise that has grown and been nurtured over the decades. One of our enduring strengths is the community’s commitment to collaborate and cooperate in research and education. Our success will rest heavily on our ability to leverage this great strength, identify priorities, and build academic excellence.

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 our responsibility as a public land-grant university and maximizes our opportunities as a driver of innovation and economic growth for the public good.

[Download the Plan](#).

**UC Davis Initiatives**

UC Davis has ambitious goals that have long defined our university and continue to drive us today.

**The 2020 Initiative.** Our goal in this [2020 Initiative](#) is to increase financial stability by reducing our reliance on the state for funding. UC Davis is doing this by adding 5,000 new undergraduates — Californian, national, and international students — between 2011 and 2020. This initiative has allowed us to provide more international experiences for our campus community. At the same time, we're creating a more diverse educational climate as we educate future global leaders.

**Aggie Square.** [Aggie Square](#) is an innovation hub that will be built on the campus of UC Davis Health in Sacramento. Specific plans are still being developed, but Aggie Square could include incubator or accelerator space, collaborative space for research, academic programs, housing, retail, art and music venues, and more. Representatives from UC Davis, the city of Sacramento, surrounding neighborhoods in the Stockton-Broadway corridor, and industry groups are all involved in the planning process.

**Strategic Plan for Diversity and Inclusion.** Our [Strategic Plan for Diversity and Inclusion](#) will reflect the campus’ continuing commitment to creating an environment in which all members of the campus community are welcomed, respected, and valued. Through conversations and engagement with faculty, staff, students, and alumni, the Diversity and Inclusion Planning Committee is developing goals and strategies for moving the university toward its goal of inclusive excellence.

**Long Range Development Plan.** This 2017-2027 [Long Range Development Plan](#) update started in fall 2015 to help us build a strategy for our physical future. Importantly, it will address the population...
projections for our community and explore compact growth patterns as we meet our 2020 Initiative goals. The plan will support UC Davis’ academic mission, enrich community life, and foster a more sustainable future.

**Fundraising for UC Davis’ future.** UC Davis’ endowment reached $1 billion in June 2015 thanks to our donors and the UC Davis Foundation Board of Trustees. This private support provides scholarships and fellowships for students, resources for faculty and staff, and propels our land-grant university mission to make the world a better place. For our next multiyear fundraising campaign, we are asking members of the UC Davis community to share with us their “Big Ideas” that are forward thinking and will help UC Davis continue to be a leader in the 21st century and beyond.

**Hispanic-Serving Institution.** Reflecting California’s changing demographics, UC Davis is now considered an “emerging” Hispanic Serving Institution by the U.S. Department of Education, with over 25 percent of our undergraduates of Hispanic origin. The designation makes the university eligible for millions of dollars in federal funding for diversity and related programs. We are reaching out to Hispanics at community colleges in our region and throughout the state to offer them an excellent education — and university experience — at UC Davis. We are also making it easier for qualified students to transition from community college to UC Davis through Transfer Admissions Guarantee recruitments.

**Initiative to improve graduation rates.** UC Davis has undertaken an ambitious effort to raise our four- and six-year graduation rates to 75 percent and 96 percent, respectively. We have improved academic planning and increased access to required classes in the lower division. In addition, we are enforcing prerequisites and curriculum mapping. Students have new lecture halls, classrooms, and labs to learn in, and new technologies are improving our teaching and learning. Academic advising has been improved to help students identify majors that best align with their career and life goals and we’re helping them stay on track to graduate.

**Training physicians to advance Latino Health.** The UC Davis School of Medicine received a Behavioral Health Center of Excellence Grant to prepare students to be doctors who will serve the Hispanic population. The plan is to develop a 10-year physician pipeline initiative to enhance Latino health in our region, launched with a grant from the Permanente Medical Group

**Academics**

UC Davis offers a challenging and rewarding academic experience. We have 103 undergraduate majors and 102 graduate and professional programs. Each one offers an excellent education at one of the best public universities in the nation.

**Colleges**

- **Agricultural and Environmental Sciences:** This college is dedicated to solving problems in the agricultural, environmental, and human/social sciences. Through scientific inquiry, we address critical challenges in agriculture, food systems, water, energy, climate change, and the environment.

- **Biological Sciences:** The College of Biological Sciences makes discoveries that lead to solutions to global challenges. Through access to hands-on research and world-class faculty, our undergraduate and graduate students become leaders who transform the world.
- **Engineering:** Here, undergraduate and graduate students receive education in the essential creative, collaborative, and technical aspects of engineering. Our students leave UC Davis prepared for successful careers developing the technologies of the future.

- **Letters and Science:** Letters and Sciences teaches core courses to nearly all undergraduates at UC Davis and mentors more than 1,500 graduate students every year. Letters and Science is at the intersection of art, science, and the humanities, preparing the change makers of the future.

**Graduate School**

- **Graduate Studies:** Graduate education includes more than 90 programs, most of which are interdisciplinary graduate groups. Our programs offer distinguished scholars, a diverse and collaborative community, cutting-edge research, and innovative teaching.

**Professional Schools**

- **The Betty Irene Moore School of Nursing:** Breaking traditional boundaries, developing innovative partnerships, and creating nurse leaders: These principles drive this school's mission. We seek graduate students to lead the transformation of health care through nursing education and research.

- **Graduate School of Management:** Dedicated to preparing innovative leaders for global impact, the business school's learning environment is distinguished by globally visible faculty, entrepreneurial students, and a curriculum that integrates consulting, globalization, and sustainability.

- **School of Education:** We are transforming education through preparing the best education leaders, researchers, and teachers in the country. Our goal is to eliminate inequities for diverse learners using the power of knowledge and the promise of education.

- **School of Law:** This school prepares students to become socially responsible lawyers committed to professional excellence and high ethical standards. Its faculty, students, and graduates focus on solving the complex legal problems confronting our society.

- **School of Medicine:** We are known for life-changing biomedical discoveries, a passion for clinical care, and a commitment to underserved communities. And, we are building a more diverse physician workforce and advancing leading-edge research to improve health care for all.

- **School of Veterinary Medicine:** The goals of this school are to educate world leaders in academic and clinical veterinary medicine, contribute research for better animal and human care, and to serve the local and global community, connected into the school's "One Health" approach.
Leadership

Chancellor Gary S. May

Gary S. May was appointed UC Davis’ seventh chancellor in August 2017. An accomplished scholar and engineer, 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 College of Engineering — the largest and most diverse school of its kind in the nation.

Prior to dean, May was the Steve W. Chaddick 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.

May is known as a dynamic leader with a passion for helping others succeed. He believes success is best judged by how we enhance the lives of others. Throughout his career, he has championed diversity in both higher education and the workplace. May developed and led programs to attract, mentor and retain underrepresented women and ethnic minorities in the STEM fields of science, technology, engineering and math.

In 2015, President Obama honored him with the Presidential Award for Excellence in STEM Mentoring.

In February 2018, May was elected as a member of the National Academy of Engineering — one of the highest honors in the field — for his innovations in educational programs for underrepresented groups in engineering and his contributions to semiconductor manufacturing research.

May has won numerous other honors for his research in computer-aided manufacturing of integrated circuits and has authored more than 200 technical publications, contributed to 15 books and holds a patent in this topic.

In 2010, he was named “outstanding engineering alumnus” of UC Berkeley, where he earned his master’s and Ph.D. degrees in electrical engineering and computer science.

May serves on the Board of Directors for Leidos and for the Charles Stark Draper Laboratory.

A native of St. Louis, May is married to LeShelle R. May, a software engineer, and they have two grown daughters, Simone and Jordan.
Davis

UC Davis pairs the classic university experience with the charm of living in a tight knit, vibrant California college town. You'll find the time and space to focus or unwind and the guidance to help you succeed.

The city of Davis is one of the most bike friendly places in America. With an average of 265 days of sunshine, it makes getting around on two wheels an easy ride around town. And with student friendly restaurants, a farmers market, movie theaters, and shops, you'll have plenty of fun exploring Davis.

You can discover more about Davis here.
Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting University of California, Davis in this search. For fullest consideration, candidate materials should be received by February 12.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

    Zachary A. Smith, Ph.D., Jeff Compber, Kim Brettschneider and Horace Mitchell, Ph.D.
    UCDavisAD@wittkieffer.com

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