



Opportunity and Challenge Profile

Search for the Vice Chancellor for Research University of California, Davis Davis, California

The University of California, Davis (UC Davis), one of the top public research institutions in the world, seeks a strategic, innovative, and collaborative leader and an accomplished scholar to serve as the next Vice Chancellor for Research (VCR).

The new VCR will draw on UC Davis' fast-growing research portfolio, interdisciplinary and collaborative culture, distinguished faculty, and rich student diversity to further research and scholarship across the University. Reporting to Chancellor Gary S. May, the VCR will be a key member of the Chancellor's leadership team and will join an environment that presents dynamic opportunities for cutting-edge research across a broad array of disciplines, consistent with its land-grant mission. In FY 2021-22, the University reached a major milestone attracting over \$1 billion in sponsored research, joining an exclusive group of fewer than 20 public universities surpassing that threshold of research funding. The awards lend support to a wide range of research areas including advancing public health and medicine, developing new technologies in food, agriculture and the environment, at and design, empowering the underserved, and enabling a more resilient society.

UC Davis is the most comprehensive and largest campus in the University of California system and the third largest by enrollment. A member of the prestigious Association of American Universities (AAU), UC Davis ranks fifth among public research universities nationwide, according to the latest *Wall Street Journal/Times Higher Education* rankings. UC Davis enrolls more than 40,000 undergraduate, graduate, and professional students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of roughly \$6.7 billion. UC Davis offers over 100 undergraduate majors and over 95 graduate programs in its array of academic programs — one of the most diverse and comprehensive in the American academy. The University comprises four undergraduate colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science), six professional schools (Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and School of Veterinary Medicine), and interdisciplinary graduate studies programs. The University also operates UC Davis Health, which includes a nationally ranked acute-

care teaching hospital with more than 640 beds, a 1,000-member physician's practice group, and research facilities across the region.

The VCR will advance the research mission of UC Davis by providing support services and resources that: enhance research and other creative endeavors; foster partnerships and collaborations with government, industry, and other research enterprises; enhance research infrastructure, policy, and processes that promote a culture of innovation and the highest ethical standards; and communicate to the general public and state, national and international decision-makers, the possibilities created by UC Davis research for advancing efforts to enhance the quality of life regionally, nationally, and internationally. The VCR will also exercise leadership at the local, state, national, and international levels – representing the University to external agencies, serving as a legislative liaison, and promoting cooperative research arrangements with governments, industry, foundations, universities, and other organizations.

To be successful, the Vice Chancellor for Research will address the following opportunities and challenges:

- Unlock the full potential of UC Davis research by building new bridges within the campus's vibrant intellectual community
- Catalyze research growth and entrepreneurship with agile and robust infrastructure development
- Develop innovative strategies to retain and support talented faculty researchers, staff, and students
- Shape the future of UC Davis research enterprise and lead trailblazing initiatives by serving as an effective ambassador to external funders and partners
- Celebrate and support scholarly pursuits across all disciplines arts, humanities, social sciences, STEM, medicine, and professional schools to propel world-changing impact

A list of the desired qualifications and characteristics of the VCR can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT UC DAVIS

The UC Davis campus, originally known as the University Farm, was established by an act of the California State Legislature in 1905 and is a leading campus of the renowned <u>University of California</u>. As one of 10 University of California campuses, UC Davis embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. The University's more than 2,100 distinguished faculty include members of the National Academies of Sciences, Engineering 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 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. UC Davis is supported by more than 293,000 alumni.

The University operates UC Davis Health, which includes a nationally ranked acute-care teaching hospital with more than 640 beds, a 1,000-member physician's practice group and research and clinical facilities across the region. The highly-ranked Schools of Medicine and Nursing are located on the UC Davis Health campus in Sacramento, the state capitol, approximately 15 miles away from the 5,300-acre main campus in Davis.

The University is also home to many centers of innovation and culture, including the world-famous Robert and Margrit Mondavi Center for the Performing Arts, Jan Shrem and Maria Manetti Shrem Museum of Art, Tahoe Environmental Research Center, UC Davis Bodega Marine Laboratory, California Lighting Technology Center, Clinical and Translational Research Center, Comprehensive Cancer Center, One Health Institute, and the UC Davis Institute of Transportation Studies.

UC Davis is highly ranked in the nation and the world, according to influential university ranking publications like *U.S. News and World Report, QS World University Rankings*, and *The Princeton Review*. The campus is also 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 in terms of social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.D.s) and service (encouraging students to give something back to their country). Research, teaching, and service for the public good is supported by a campus wide office of Public Scholarship and Engagement. UC Davis also ranks highly nationally among the most affordable elite colleges; fifty-six 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 money its students earned over 20 years after earning a degree.

For more information about UC Davis, please visit https://www.ucdavis.edu/.

Leadership

UC Davis is led by Gary S. May, seventh Chancellor of UC Davis. Chancellor May was appointed on August 1, 2017. An accomplished scholar and member of the National Academy of Engineering, 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. Prior to being dean, May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and before that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

Provost and Executive Vice Chancellor Mary Croughan joined UC Davis on July 1, 2020. Previously, Croughan served as vice president for research and economic development at the University of Nevada,

Las Vegas, where she was instrumental in helping the University achieve status as an R1 institution in 2018. Prior to joining UNLV, Croughan served the University of California for 30 years as a faculty member at the University of California, San Francisco, in the School of Medicine. Simultaneously, Croughan served as vice chair and chair of the University of California systemwide Academic Senate from 2007 to 2009 and as executive director of the Research Grants Program Office at the UC Office of the President from 2010 to 2017.

A point of distinction for the University of California is a tradition of shared governance in which the faculty share responsibility for guiding the operation and management of the University while preserving the authority of the governing board, the University of California Board of Regents, to ultimately set policy. Chiefly responsible for the University of California'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, UC Davis hosts a professional academic organization, the Academic Federation, comprising academic appointees who are non-Academic Senate members. They also play a critical role in education, research, and public service, providing another respected voice when collaborating with campus and constituent leadership.

Strategic Growth

UC Davis is one of the world's leading transdisciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "<u>To Boldly Go</u>," that outlines the aspirations and methods for guiding the University to new heights of distinction over the next 10 years. It 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. As part of its plan, UC Davis launched an enterprise master brand themed <u>Outgrow the Expected</u>, to continue raising its national profile and showcasing the kinds of research and advocacy that are propelling the University to new heights.

In addition, <u>Aggie Square</u>, UC Davis' proposed \$1.1 billion addition to its Sacramento campus, was approved by the UC Board of Regents in 2020 and began construction in 2022. The first phase of the project's plans includes over 1 million square feet of research, wet labs, commercial space, public engagement space, and housing. Importantly, CPE will occupy both classroom and office space at Aggie Square upon completion. The goal is to bring world-class researchers and the communities they serve together with entrepreneurs, technical experts and industry partners who guide ideas from concept to market. By providing high-tech labs and large-scale facilities, Aggie Square will create the infrastructure needed to make discoveries not only possible but scalable. Later phases could eventually span 25 acres of university-owned land.

In October 2020, UC Davis publicly launched a \$2 billion fundraising campaign, the largest philanthropic endeavor in its history. <u>Expect Greater: From UC Davis, For the World</u> supports the University's work to

prepare future leaders, sustain healthier communities and bring innovative solutions to today's most urgent challenges. To date, the campus has raised \$1.876 billion and aims to reach its goal by 2024.

UC Davis' new focus on <u>Grand Challenges</u> brings together practitioners, communities, and world-class scholars from all areas of study to find innovative solutions to wicked problems — significant and complex threats to human society and planetary health that demand collaborative action. Built from a foundation of grassroots work and prioritized by leaders across UC Davis, Grand Challenges aims to catalyze critical breakthroughs. These efforts support a compelling model of transdisciplinary collaboration, moving the world forward with equity and resilience. UC Davis' current focus areas include <u>emerging health threats</u>, the climate crisis, sustainable food systems, and <u>reimagine the land-grant university</u>.

Diverse and Inclusive Community

UC Davis is known for its friendliness and sense of community. At the heart of that is its diverse student body. In fall 2022, the University enrolled 31,532 undergraduate and 9,240 graduate/professional students. More than 60% of its undergraduates identified as people of color and over 36% as Pell-eligible, 35% as the first in their families to attend college, and 17% international. The campus is known for its relaxed and collegial identity, and the entire campus is dedicated to supporting and developing students in their quest to grow academically and personally at UC Davis.

UC Davis has made great strides in supporting diversity and developing an inclusive campus community, and has taken the top spot among universities in the nation for campus diversity, inclusiveness, and internationalization, according to <u>QS USA University Rankings</u>. The University has adopted a <u>strategic plan</u> for diversity and inclusion, a clear plan to move UC Davis toward its goal of inclusive excellence. 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 the U.S. Department of Education's Hispanic Serving Institution designation with 24% Hispanic enrollment as of Fall 2022. Campus Pride, a national nonprofit 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 is a member of the Aspire Alliance Institutional Change (Ichange) Network to support STEM faculty.

Economic Impact

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 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. According to past economic impact studies, UC

Davis Health is a major driver of economic prosperity in the Sacramento region and Northern California, generating more than \$3.4 billion in annual economic output and more than 20,000 jobs.

RESEARCH AND SCHOLARLY ACTIVITIES AT UC DAVIS

UC Davis is designated as having very high research activity (R1) in the Carnegie Classification of Institutions, is a national leader in federally sponsored research, and distinguishes itself for its success in generating research support from state and private sources. The campus generated \$1.07 billion in external research funding in 2021-22, up \$102.9 million from the record set in the previous year.

A primary contributor to this growth came from funding within the College of Agricultural and Environmental Sciences, up by \$72 million from the previous year for a total of \$225 million. The School of Medicine also noticed a large increase, adding \$29 million for a total of \$396 million. The School of Veterinary Medicine (\$89 million), College of Engineering (\$79 million) and College of Biological Sciences (\$68 million) rounded out the top five.

The federal government remained the largest provider of funding at \$499 million, although down by \$15 million from last year. The second leading source was the state of California at \$210 million, up by \$46 million from the previous year. Funding from industry made up the third highest source, totaling \$104 million. Substantial increases also came from charities (up \$26 million) and other UC programs (up \$29 million).

UC Davis houses multiple national and regional research institutes and centers, where scholars from across disciplines work together to conduct solutions-based, high-impact research and expand the frontiers of knowledge. UC Davis also manages five natural reserves, which include examples of nearly every major ecosystem in the state of California. They provide secure sites for research, instruction, and public outreach.

The Office of Research at UC Davis is organized into three functional areas, which are research administration and central services, interdisciplinary research and strategic initiatives + cores facilities, and animal care. The OR promotes interdisciplinary research by overseeing eight Organized Research Units (ORUs), eight Special Research Programs, and seventeen Core Facilities. These units include over 1,000 faculty and staff who foster research that spans multiple disciplines, departments, and schools and colleges, and include internationally renowned initiatives such as the Bodega Marine Laboratory, Institute of Transportation Studies, Institute for the Environment, Biotechnology Program, and Energy and Efficiency Institute. In addition, the California National Primate Research Center (CNPRC), one of seven such centers supported by the NIH and housing over 4,000 primates, advances science with interdisciplinary programs in biomedical research on significant human medical conditions. NIH policy stipulates the VCR as the Principal Investigator for the CNPRC base grant, working closely with the CNPRC Director. The McClellan Nuclear Research Facility is 25 miles from the UC Davis campus and is home to one of the newest research reactors in the U.S.

Interdisciplinary research conducted by ORUs, Special Research Programs, and IMPACT Centers within the Office of Research continued to attract significant funding at \$113 million, up 19% from the previous year. These joint efforts often focus on addressing complex, large-scale challenges that require expertise from many perspectives.

UC Davis has also played a critical role in stimulating economic development, entrepreneurship, and innovation in the region. The University has incubated 63 startup companies in the last five years, and the previous year generated 269 invention disclosures, an all-time high. From 2016-2017, the University engaged with over 120 companies and saw \$61.5 million in industry-funded research enabling the development of novel technologies and the realization of the commercial potential of faculty research. In FY 2021-22, UC Davis filed 132 records of invention, issued 50 licenses for technology, and helped establish 13 startups.

For more information about the research at UC Davis, please visit <u>http://research.ucdavis.edu</u>.

ROLE OF THE VICE CHANCELLOR FOR RESEARCH

Reporting to Chancellor Gary May and working closely with the provost and other vice chancellors, as well as with deans, center directors, faculty, and other major campus research leaders, the Vice Chancellor for Research will provide broad vision and leadership to ensure the research preeminence of UC Davis. As the lead research administrator on campus, the VCR will initiate and lead national and global research programs and oversee support services – including infrastructure, policies, and educational programs – that enhance research and other creative endeavors.

The VCR will administer the Office of Research, which has overall responsibility for the promotion of scholarship and management of research funding for the campus. This office manages extramural financial support, internal financial support of research programs and offices, furthers research relationships with government and industry, provides oversight and direction for research ethics and compliance, and assists faculty in the development of their scholarly research.

The VCR will lead administrative units with more than 230 employees and manage an operating budget of \$15.1 million, allocate campus-managed funds of more than \$8 million, and provide oversight for Organized Research Units, Specialized Research Programs, and Campus Core Facilities with more than 1000 employees and budgets exceeding \$150 million.

For the OR organizational chart, please visit: <u>https://research.ucdavis.edu/wp-content/uploads/Org-Chart-OR-All-Depts.pdf</u>.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE CHANCELLOR FOR RESEARCH

To be successful, the next VCR will embrace the following opportunities and challenges:

Unlock the full potential of UC Davis research by building new bridges within the campus's vibrant intellectual community

UC Davis is embracing the historic milestone of passing \$1 billion in research funding, and the new Vice Chancellor for Research will be charged to continue this momentum with an appreciation for diverse forms of scholarship and measurements of impact.

As one of only two universities in the country to feature a school of Veterinary Medicine, schools of Medicine and Nursing, and colleges of Agriculture and Engineering, UC Davis is renowned for interdisciplinary research. However, opportunities remain for increased collaboration between faculty and departments from different fields to weave together translational research and the drive for social impact. To this end, the VCR will promote accessibility, provide centralized support, and foster a shared connection for the research enterprise across Davis and Sacramento campuses and the up-and-coming Aggie Square innovation hub to ensure the remarkable breadth of excellence of the research enterprise is fully realized. In this effort, the VCR will leverage the strengths of a vibrant intellectual community to identify multidisciplinary initiatives that align campus expertise with societal needs, positioning UC Davis as a leader in tackling emerging challenges in the region and the state.

Success in this role will depend on the ability of the next VCR to partner with and inspire deans, faculty, and staff across the University to create a university-wide strategy with the support and resources to become a reality. The VCR will foster a campus environment wherein research decisions are made by those who value risk-taking, entrepreneurship, transparency, collaboration, and success.

Catalyze research growth and entrepreneurship with agile and robust infrastructure development

As UC Davis looks towards the next era of research innovation and excellence, the VCR will lead an effort to review financial and organizational structures, campus research facilities, and technology. To match the current infrastructure with the growing aspirations and talent of the campus and unlock additional research volume, the VCR will promote effective strategies to enhance the level of research support, develop creative space and facilities utilization, and provide accessible tools to help faculty push the boundaries of knowledge and discovery. This will include reviewing the current indirect distribution formula to incentivize multi-collaborator grant and contract initiatives, collaborating with the inaugural Chief Innovation and Economic Development Officer to rebuild strengths in technology transfer and contract, and partnership submission processes, and championing core facilities such as <u>High Performance Computing</u>. In addition, the VCR will review the extensive collection of research institutes, centers, and organized research units to ensure better integration with the colleges and equitable support of discovery-driven research across all disciplines.

Develop innovative strategies to retain and support talented faculty researchers, staff, and students

The VCR will lead the management of the Office of Research (OR), a complex administrative entity with a talented and dedicated staff that provides critical support and enables the expansive and renowned UC Davis research enterprise. Upon arrival, the VCR will be expected to bring new ideas around enhancing research services and finding operational efficiencies in supporting faculty and student researchers, leveraging the current team's expertise in those efforts. The OR should be seen as an enabler of new ideas, and the VCR will empower staff to assume a customer service orientation, particularly in the areas of grant management, processing, and sponsored projects. The goal is for the VCR and the OR staff to bring together faculty in ways that bring forward novel ventures that keep UC Davis at the forefront of cutting-edge research.

With multiple vacancies in the OR, the VCR will rebuild the team and cultivate leaders who reflect the forward-looking vision of UC Davis, while seeking to address the issue of retention and pay equity among staff with University leadership, particularly advocating for compensation evaluation to ensure staff receive competitive salaries and comparable pay for comparable work within the UC system. The VCR will also invest in the talent on campus by partnering with the deans on faculty and postdoc development initiatives, supporting curricula designed around undergraduate and graduate research opportunities, leading to a stronger and more diverse pipeline of researchers.

Shape the future of UC Davis research enterprise and lead trailblazing initiatives by serving as an effective ambassador to external funders and partners

The VCR must be a passionate and persuasive communicator with a genuine intellectual curiosity and the ability to articulate the public impact of UC Davis research to a broad swath of stakeholders, ensuring that the outputs and successes of UC Davis are known and celebrated on the national and global stage.

With an eye toward federal funding trends and opportunities in Northern California, the VCR will develop new partnerships across the University, with national labs in the region, industry, and philanthropic entities to bring new sources of investment to the campus, and target partnerships with other universities and funding agencies that have the potential to elevate UC Davis' research ecosystem. This includes the University of California Office of the President, other UC campuses, other AAU and APLU universities, and the state legislatures and government in Sacramento. In particular, the VCR will prioritize strengthening relationships in Washington, DC to better position UC Davis for future federal and state funding opportunities. Further expanding that ambassador role internationally, the VCR should have an understanding of the global funding and industry landscape to facilitate and grow international research affiliations.

To best maximize research visibility and impact, the VCR will set strategic goals and direction for the Office of Research marketing and communications activities, partner with the University's communications office as well as with the deans and other senior administrators to increase well-deserved attention to the talented faculty at UC Davis and their research success, promoting entrepreneurialism and technology transfer opportunities.

Celebrate and support scholarly pursuits across all disciplines – arts, humanities, social sciences, STEM, medicine, and professional schools – to propel world-changing impact

The VCR will champion a broad definition of research and promote a culture that rewards, incentivizes, and invests in all scholarly and creative activities, regardless of the possible size of financial rewards with such endeavors. With a variety of expertise and disciplines across the University, the VCR will be a strategic leader and an effective connector of people and ideas to identify new points of connectivity within the institution. In telling the story of UC Davis' research excellence to external partners and the public, the VCR will be a voice for all disciplines, leveraging the campus' strengths in agriculture, environmental sciences, medicine, and engineering while also identifying resources that drive innovation in the arts, humanities, and community-based programs.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will possess most, if not all, of the following professional and personal qualifications and characteristics:

- 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;
- 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 to transform the research enterprise at UC Davis and increase total research awards, including skills to accelerate innovation and develop research portfolios aimed at the public good;
- Demonstrated ability to foster strong partnerships and collaborations with government, industry, and other research enterprises;
- A commitment to academic excellence and a vision for the Office of Research;
- Demonstrated commitment to and concrete experience fostering diversity, equity, and inclusion efforts;
- Capability to stimulate new directions, promote existing resources to the best advantage, and build for the future;
- Demonstrated success in managing culture change in a complex organization or academic enterprise;
- An appreciation of the research, service, and educational missions of a major research university;
- Excellent management, organization, planning, supervisory, and problem-solving skills;
- Knowledge and understanding of budgeting, financial controls, and fiscal accountability;
- Commitment to supporting and understanding the strategic purpose and regulatory requirements of campus-wide research core facilities and services to serve research faculty and staff;
- Knowledge and understanding of federal regulations and research compliance policies, procedures, and requirements. The ability to foster research while maintaining the highest integrity and commitment to compliant research activities;
- Ability to relate effectively to a wide variety of people of diverse backgrounds, including an understanding and respect for cultural, ethnic, and individual differences.

LOCATION AND COMPENSATION

The city of Davis is California's college town. It is situated in Yolo County, which is in northern California, as well as 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 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. 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, that is 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 which is less than 30 minutes away. UC Davis is also home to a commuter airport — the only one in the UC system.

The University of California, Davis 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. The full annual salary range for the Vice Chancellor for Research is \$314,500 to \$535,600. It is not typical for an individual to be offered a salary at or near the top of the range for a position. Salary offers will be commensurate with a final candidate's qualifications and experience. The annual salary the University reasonably expects to pay for this position is \$388,000 to \$413,100.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <u>https://www.imsearch.com/open-searches/university-california-davis/vice-chancellor-research</u>. Complete applications will include a resume, 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. Complete electronic submission of materials is required.

David Bellshaw, Phuong Ta, and Nancy Pan Isaacson, Miller 1000 Sansome Street, Suite 300 San Francisco, CA 94111

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

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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.