



## **Opportunity and Challenge Profile**

### *Search for the Vice Provost and Dean for Undergraduate Education University of California, Davis*

The University of California, Davis (UC Davis) seeks an experienced and effective leader to serve as the new Vice Provost and Dean for Undergraduate Education (VPDUE). The VPDUE will play a pivotal role in ensuring that all undergraduate students admitted to the University, regardless of background, have an inclusive, transformative, and successful educational experience at UC Davis. The new VPDUE will join the Office of Undergraduate Education in a time primed for innovation. After careful consultation with the UE office and campus community, UCD's Provost and Executive Vice Chancellor, Dr. Mary Croughan, has initiated and approved a new organizational structure for UE. The new VPDUE will be tasked with fully implementing this new design while having the opportunity to build, enhance, and augment a new culture and organizational model for UE. The new VPDUE will work to unleash the many talents of a diverse and experienced staff, strategically build out the team as needed, and ensure that the work of the Office is conducted in a student-centered, transparent, collegial, and results oriented manner.

The VPDUE will serve a diverse student population and will provide critical leadership in fulfilling the university-wide commitment to student success and inclusive excellence. In doing so, they will support and partner with dedicated and talented colleagues across the University's colleges and schools as well as the Division of Student Affairs. By fulfilling a key campus objective of closing achievement gaps and providing enrichment opportunities to an ever more diverse student body, the VPDUE will be a crucial part of UC Davis' mission to effectively serve the region, state, and country.

### **Role of the Vice Provost and Dean of Undergraduate Education**

The Vice Provost and Dean for Undergraduate Education reports directly to the Provost and Executive Vice Chancellor. The Vice Provost and Dean for Undergraduate Education is a strategic and dynamic thinker whose mission is to provide campus-wide leadership for the delivery of undergraduate education and student success while creating a diverse, equitable, and inclusive culture. The VPDUE will act as liaison on academic issues pertinent to undergraduate education with each of the colleges and other campus entities, including the Academic Senate, the Council of Deans, and the Provost's Leadership Council, as well as to external units and agencies, including the Office of the President, other UC campuses, other institutions of higher education, and to national groups like the Association of Public and Land Grant Universities. Moreover, the VPDUE will provide oversight and leadership for activities with relevant accreditation agencies, including serving as the Accreditation Liaison Officer for WASC.

The Vice Provost and Dean for Undergraduate Education is a key member of the Provost and Executive Vice Chancellor's team and is integral to the campus' commitment to the overall success of UC Davis' undergraduate students in their intellectual journey. Importantly, the Office of Undergraduate Education is integral to the campus planning and programming taking place to improve student success and achieve equitable outcomes among all undergraduate students. The Office of Undergraduate Education also supports all faculty in their mission of providing students an outstanding undergraduate education, including attention to the rapid evolution of pedagogy and shifts to additional instructional modalities. In collaboration with the Associate Vice Provost of Academic Programs, the VPDUE will assist with development and administration of activities focused on student success and experiential learning in Undergraduate Education. These programs are comprised of the University Honors Program; Seminars,

Aggie Launch Programs, and other academic programs; the Undergraduate Research Center; and Summer Sessions. In collaboration with the new Associate Vice Provost for the Writing Center, the VPDUE will develop and launch the campus Writing Center. In collaboration with the Executive Director of Academic Advising Enrichment, the VPDUE coordinates advising and academic communications across all colleges and other units and provides professional training and quality oversight of all undergraduate advisors. In collaboration with the Executive Director of Educational Analytics and the Executive Director of Learning, Teaching, and Assessment, the Academic Senate, and staff overseeing teaching and learning aspects in the colleges, the VPDUE will oversee programming to ensure excellent teaching by faculty and graduate students, develop and implement a new teaching evaluation approach and system for the campus, monitor metrics of student success and develop programming to address inequities, and ensure an evidence-based response to ensure student success and equitable outcomes.

The VPDUE convenes the Council of Associate Deans, consults with the Academic Senate to encourage and support innovative approaches to ensure high-quality courses, curricula, and academic programs, partners with campus stakeholders on academic success programs and initiatives, including Dean's offices, departmental offices, Student Affairs, Enrollment Management, and the Vice Provost and Dean for Global Affairs, and works with the office of Budget and Institutional Analysis to advise the Provost on resource allocations pertaining to undergraduate education.

The VPDUE has responsibility for campus-wide leadership that sustains the quality and enhances the excellence of undergraduate education by supporting the highest quality of teaching and learning for undergraduate education and academic programs. The VPDUE also acts as a liaison between the central administration, the Davis Division of the Academic Senate, and other universities.

The VPDUE will also:

- Help to ensure representation of undergraduate issues on relevant campus committees and task forces
- Represent UC Davis to UC systemwide groups such as Deans of Undergraduate Education, and to national groups such as the Association of Public and Land Grant Universities
- Participate in campus-wide policy development through membership on the Council of Deans and Provost's Leadership Council
- Participate as a member or ex officio member to various Academic Senate committees such as the Undergraduate Council.

The VPDUE manages an operating budget of approximately \$7 million and oversees a staff of approximately 42, with six direct reports including two Associate Vice Provosts, three Executive Directors, and a Senior Executive Analyst. The units reporting to the VPDUE are detailed below.

The VPDUE has administrative oversight for the operation of campus-wide instructional support units that provide teaching and learning enhancement and encourage student academic excellence. Under the leadership of the Associate Vice Provost of Academic Programs, who reports to the VPDUE, activities focused on student success in Undergraduate Education are comprised of the University Honors Program, Seminars, Aggie Launch Programs, and other academic programs, the Undergraduate Research Center, and Summer Sessions.

In collaboration with the Executive Director of Academic Advising Enrichment, the VPDUE coordinates advising and academic communications across all colleges and other units, helping to ensure a consistent set of messages and actions with respect to issues like time to degree, retention in majors, best practices,

equity for students and advisors, etc.; provides professional training and quality oversight of all campus undergraduate advisors; monitors metrics of student success that can be impacted by advising and correlates them with the quality of advising received by students across all units of the university; and works with campus stakeholders.

A newly re-organized Center for Educational Effectiveness (CEE) will incorporate two distinct, collaborative units in Undergraduate Education: CEE – Learning, Teaching, and Assessment (CEE-LTA) and CEE – Educational Analytics (CEE-EA), each led by an Executive Director who reports to the VPDUE. CEE-LTA is focused on the learner-centered approach to teaching that seeks to align learning goals, assessments, and activities while attending to situational factors (e.g., class composition, level, size, equity gaps). A major function of CEE-EA is to design, update, and refine metrics and analytical analyses to support internal review and evaluation for individual courses, majors, and across majors, as well as for UE and other campus programs aimed at student success.

In collaboration with the Associate Provost of the Writing Center, the VPDUE ensures that the Writing Center effectively supports the needs of undergraduate and graduate students. The Writing Center is currently under development, and the VPDUE will have a major role in its successful implementation.

### **Key Opportunities and Challenges**

The VPDUE will be a critical member of the UC Davis leadership team, helping to ensure student success in support of UC Davis' land-grant mission and the state of California. The VPDUE will be a sophisticated leader with the ability to create a vision and inspire a team working collaboratively toward this vision. In moving forward this vision, the VPDUE of Undergraduate Education role will address the opportunities and challenges listed below:

#### ***Implement and execute the new Undergraduate Education organizational structure***

The new VPDUE will be tasked with implementing a new organizational structure and ensuring its success. In doing so, the VPDUE will have the opportunity to clarify roles and structures, build efficiency, and ensure that the office is achieving its aims. This is a unique opportunity to move beyond historical structures, innovate, and match employee skillsets with the most appropriate roles. Overseeing these changes will require significant skills in change management, as well as a transparent and empathetic leadership style and the ability to advocate on behalf of staff.

#### ***Provide inspirational leadership and build an inclusive, student-centered culture for a complex administrative unit***

The new VPDUE will engage in intentional culture building to create a collaborative, transparent, and collegial work environment. During a period of significant change, the new VPDUE will serve as a steadying force. In overseeing a diverse group of dedicated faculty and staff, the new VPDUE must recognize, mentor, retain, and advance talent at all levels, and provide leadership that values the individual and collective contributions and makes staff work meaningful. In addition, they will be a champion for inclusivity and continue to diversify the perspectives and experiences of staff.

In addition, the new VPDUE will build an operating model that is truly responsive to student needs. The unit will need to prioritize student enrichment and success, both in graduation rates and post-graduation placement rates.

***Drive innovative student success initiatives for a diverse student body***

The change in organizational structure represents a unique opportunity for the new VPDUE to innovate, either by augmenting existing student success efforts or by creating new programs. In short, the new VPDUE will take responsibility for the success of each student admitted to UC Davis, from first-year seminars through graduation initiatives to post-graduate success. They will also build a culture with innovation at the core, ensuring UC Davis stays on the leading edge of best practices in undergraduate education. In particular, the new VPDUE will standardize and professionalize academic advising programs, working closely with the Executive Director for Academic Advising Enrichment to improve consistency and provide professional development to advisors across campus.

Further, the new VPDUE will champion a vision that is particularly attuned to the needs of first-generation students, low-income students, underrepresented minorities, transfer students, and system-impacted students. Developing programs and initiatives that close achievement gaps, improve retention and graduation rates, and increase participation in internship, research, and honors activities will be key metrics of success for the new VPDUE. The new VPDUE must be savvy with data interpretation and analysis, working closely with Institutional Analysis to ensure the unit is using and sharing accurate and helpful data.

***Serve as the Office's external ambassador and build relationships with key stakeholders on campus to achieve a holistic experience in all aspects of undergraduate education***

As the face of Undergraduate Education, the VPDUE of Undergraduate Education will partner closely with deans of the colleges, associate deans for undergraduate education, various offices across Student Affairs, and others to ensure holistic student supports and enrichment. Given the diversity of requirements and experiences, the new VPDUE will need to understand and implement field-wide best practices and understand the individual needs of students in the various colleges. Under the new VPDUE's leadership, Undergraduate Education will become a valued source of support and key information across campus in the service of improving student outcomes.

***Effectively steward and augment resources for the greatest impact***

The new VPDUE will manage the budget for Undergraduate Education, ensuring that financial resources are used efficiently and with an eye towards making the greatest impact on the student experience. The base operating budget for the Undergraduate Education unit currently stands at approximately \$7M. With a data-driven mindset, the new VPDUE must be thoughtful in investing resources in programs that improve outcomes and advance campuswide goals and initiatives. Further, there is an important role for the VPDUE to play in making the case to external stakeholders of the value of investment in undergraduate education. This person will be a leader at the UC system level and beyond, working closely with the Chancellor, Provost, and other deans in advocating for resources from federal, state, and local governments, philanthropies and foundations, and individual donors.

**Qualifications and Characteristics**

The VPDUE must possess a terminal degree and five years or more of university management experience, including two years or more of supervisor or manager experience, at an institution of comparable size and

complexity to UC Davis. In addition, they must hold or qualify for academic appointment at the level of full Professor at UC Davis. Finally, the successful candidate will possess most, if not all, of the following professional and personal qualifications and characteristics:

- A deep understanding of effective delivery of high-quality undergraduate instructional programs.
- Ability to facilitate the Academic Senate consultation process regarding undergraduate matters and policies, and work collaboratively in a shared governance environment.
- Ability to work collaboratively with a broad range of campus constituency groups as well as the UC Office of the President, the Association of Public and Land-grant Universities, and the Western Association of Schools and Colleges accreditation agency.
- Demonstrated experience and proven track record to be an effective leader in institutional research issues in collaboration with the Office of Budget and Institutional Analysis.
- Demonstrated skills and leadership role in collaboration with the Office of the Registrar on issues related to graduation rates, enrollment, the course registration system, course approval system, classroom space, and the degree audit system.
- Demonstrated skills and leadership role in ensuring a diverse, equitable, and inclusive culture and climate.
- Demonstrated experience in leading and managing staff to optimize employee and organizational productivity to fulfill changing priorities, goals and objectives.
- Demonstrated cultural competence and interpersonal skills to create and maintain effective working relationships with senior administrators and a diverse range of campus constituents.
- Skill to function in a liaison role with the Office of the Vice Chancellor for Student Affairs and the Vice Provost for Enrollment Management, and specifically for Financial Aid, Student Housing, and Undergraduate Admissions.
- Demonstrated skills in managing complex issues related to the deans' offices of the undergraduate colleges/divisions.
- Ability to solicit constructive input from and develop eventual consensus among groups and constituencies with differing priorities and perspectives; strong background in facilitating and cultivating collaborations among campus groups and departments.
- Demonstrated skills and competency in working with racially and culturally diverse, gender and sexuality diverse, and differently abled staff, student, and community populations.
- Demonstrated ability to achieve goals through collaboration and teambuilding and working cooperatively with peers, employees, faculty, and with a diverse group of campus constituencies.
- Ability to apply culturally competent interpersonal communications and interactions with staff and academic personnel at all levels of an organization in support of complex undergraduate education initiatives and issues.
- Demonstrate knowledge and application of the campus strategic plan. Knowledge of and ability to support and advance the campus Principles of Community.

## **Location**

The city of Davis is California's college town. It is situated in Yolo County, which is 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. UC Davis is also home to a commuter airport — the only one in the UC system.

UC Davis is the largest campus in the University of California (UC) system with 5,300 acres and the third largest by enrollment. A member of the prestigious Association of American Universities (AAU), it ranks fifth among public research universities nationwide, according to the latest *Wall Street Journal/Times Higher Education* rankings. UC Davis is known for its unwavering commitment to its undergraduate students, combining world-renowned research and rigor with individualized experiences and a passion among faculty and staff for inspiring instruction.

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 \$6.2 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. It 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), a graduate studies program, and a division of Continuing and Professional Education. 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.

This profile was created by the Recruitment Advisory Committee with the assistance of Isaacson, Miller, a national retained executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. For best consideration, please apply by **May 24, 2022**. Inquiries, nominations, referrals, and applications should be submitted at <https://www.imsearch.com/search-detail/S8-497>. 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.



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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.*

## Appendix I

### About the University of California, Davis

#### **History**

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 [University of California](#). 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 \$41 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 over 291,000 students. The system 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. Together, UC institutions employ more than 168,446 faculty and staff, and they boast 1.6 million living alumni around the world. UC Davis is supported by more than 293,000 alumni. 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.

#### **Facts and Figures**

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 distinguished faculty — part of roughly 2,450 academic staff — includes 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 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). *The New York Times* described the University of California as “California’s Upward-Mobility Machine” as part of its College Access Index, with seven campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shined in those rankings, standing second among U.S. colleges for doing the most for low-income students. Indeed, 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 money its students earned over 20 years after earning a degree. UC Davis ranks sixth among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.



## **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 – the largest and most diverse school of its kind in the nation, with 450 faculty and 13,000 students. 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 cross-disciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "[To Boldly Go](#)," which 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 [Outgrow the Expected](#), and a [corresponding public-facing campaign](#), which for many years will serve as a touchstone as the university continues to raise its national profile.

In addition, [Aggie Square](#), UC Davis' proposed \$1.1 billion addition to its Sacramento campus, recently received approval from the UC Board of Regents. The first phase of the project's plans includes over 1 million square feet of research, wet labs, commercial space, public engagement, and housing. 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 the 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. [Expect Greater: From UC Davis, For the World](#) 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 \$1.5 billion toward the goal.

### ***Diverse and Inclusive Community***

UC Davis is known for its sense of community. At the heart of that is its diverse student body. In fall 2021, the university enrolled 31,657 undergraduate and 9,498 graduate/professional students. More than 60% of its undergraduates identified as people of color, 42% 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. 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 the U.S. Department of Education's Hispanic Serving Institution designation. 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 STEM 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.