



Opportunity and Challenge Profile
Search for the Chancellor
University of California, Davis
Davis, California

The University of California, Davis (UC Davis), one of the nation's premier public research universities, invites nominations and applications for the position of Chancellor. Reporting to University of California President Janet Napolitano, the Chancellor oversees all areas of operation for UC Davis, which enrolls more than 35,000 undergraduate and graduate students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of more than \$4 billion. The Chancellor will work in collaboration with faculty, staff, students, alumni, donors, and community leaders—as well as peers across the UC system—to lead this distinguished institution into a new era of excellence and advance its vital public service mission.

The UC Davis campuses are located in California's Sacramento Valley, approximately 40 minutes from the San Francisco Bay Area and close to the Sacramento, the state capital. Spanning 5,300 acres, UC Davis is the largest campus in the UC system and the third largest by enrollment. UC Davis is a member of the prestigious Association of American Universities (AAU) and ranks 10th among public research universities nationwide, according to the latest *U.S. News & World Report* rankings, as well as 6th among public universities in the initial *Wall Street Journal* rankings. Its academic program includes 10 colleges and schools, including those devoted to Letters and Science, Biological Science, Engineering, and Agricultural and Environmental Sciences, as well as graduate and professional schools in medicine, nursing, management, education, veterinary science, and law. UC Davis also operates UC Davis Health, which includes a nationally ranked 619-bed acute-care teaching hospital and a 1,000-member physician's practice group, as well as research facilities located across the region. The university generates more than \$750 million in research funding annually.

The next Chancellor will join UC Davis at a time of tremendous opportunity and optimism. The campus community is eager to welcome a new leader who will build on the institution's momentum and leverage its many strengths, among them its academic and research excellence across a broad array of disciplines consistent with its land-grant mission, a vibrant health-science enterprise, an outstanding campus community, a focus on sustainability, and membership in the UC system. To fulfill this potential, the Chancellor will work with stakeholders within and outside UC Davis to address opportunities and challenges facing the institution. As detailed in this profile, the Chancellor will forge a vision and strategic plan to bring UC Davis into a new era of excellence; provide exemplary leadership that inspires faculty, staff, and students alike; grow and diversify revenue streams to support growth and improvement; work in collaboration as a peer and partner to other UC campuses; and serve as a compelling and passionate advocate for UC Davis across the region, state, nation, and world.

This profile was prepared by the Search Advisory Committee. It aims to provide candidates and sources with background information about UC Davis and outline the Chancellor's role, including key challenges and opportunities facing the campus. A list of the qualifications and characteristics desired in the Chancellor can be found on page 10 of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed on page 11.

About the University of California System

In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than \$24 billion. The UC comprises 10 campuses—Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara—which collectively enroll more than 234,000 students. The University also operates five medical centers—at UC Davis, UC Irvine, UCLA, UC San Diego, and UCSF—as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 208,000 faculty and staff and are supported by more than 1.6 million living alumni working around the world. Another half million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California.

Two major features in the historical development of the University of California distinguish it from other major public research universities. The first is the University's unusual status as a constitutionally designated public trust—a designation shared by only five other major public universities. Governed by a 26 member Board of Regents, UC is designated as the state's primary academic research institution and provides undergraduate, graduate, and professional education. UC is given nearly exclusive jurisdiction in public higher education for doctoral degrees and for instruction in law, medicine, dentistry, and veterinary medicine. The second point of distinction is the University of California's tradition of shared-governance: the concept that faculty should share in the responsibility for guiding the operation and management of the University, while preserving the authority of the governing board, the Regents, to ultimately set policy. This sense of shared governance is also deeply held by students and staff across the system.

In 2013, Janet Napolitano, former secretary of Homeland Security and two-term governor of the State of Arizona, became the 20th president of the University of California. Continuing her legacy of leading large, complex organizations at the federal and state levels, President Napolitano has launched a series of initiatives to reinforce the University of California's public service mission. Under her leadership, the UC Office of the President (UCOP) has developed programs to expand student opportunity. These include programs that support students from historically black colleges and universities to pursue graduate degrees, streamline the transfer of students from California's community colleges to UC campuses, and expand efforts to attract top postdoctoral scholars and support UC undergraduates and graduates to pursue academic opportunities and professional careers focused on public service. President Napolitano also spearheads the Global Food Initiative, which harnesses UC's resources to promote sustainable nutrition for the world; the recently launched Innovation and Entrepreneurship Initiative, which promotes an entrepreneurial culture across the system and better links it with the communities it serves; and the Carbon Neutrality Initiative, which marries a groundbreaking commitment to achieve carbon neutrality systemwide by 2025 to providing scalable solutions to help California and the world bend the curve on climate change.

To learn more about President Napolitano and the Office of the President, please see <http://www.ucop.edu/president>. For more about UC and the Presidential Initiatives, see <http://universityofcalifornia.edu>.

About the University of California, Davis

The University of California, Davis was conceived in 1905, when the California state legislature passed the University Farm Bill, calling for the establishment of a site dedicated to science-based teaching and research to support the state's growing agricultural industry. Peter J. Shields, secretary of the State Agricultural Society, had lobbied on behalf of the idea of a "University Farm" after he recognized that

California students were leaving the state in pursuit of agriculture degrees. University Farm began accepting non-degree students in October 1908 and enrolled its first 40 degree-seeking students from UC Berkeley in January 1909. In 1922, the campus was renamed the Northern Branch of the College of Agriculture and that same year, the first four-year undergraduate general academic program was established, graduating its first class in 1926.

Following years of sustained growth, the Regents of the University of California declared UC Davis the seventh general campus in the University of California system in 1959. Two years later, UC Davis added a graduate school, followed by the College of Engineering in 1962. The Law School opened for classes in 1966, and the School of Medicine began instruction in fall 1968. The Graduate School of Administration (now Management) opened in 1981, and the Betty Irene Moore School of Nursing opened in 2009.

Today, UC Davis is recognized for excellence across a wide array of disciplines and measures. In addition to being a member of the AAU and ranking 10th among public research universities nationwide, according to the latest *U.S. News & World Report* rankings, *Washington Monthly* has recognized UC Davis as a top-10 national university based on contributions to the “public good,” defined as social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.Ds.), and service (encouraging students to give something back to their country). Last year, the *New York Times* described UC as “California’s Upward-Mobility Machine” as part of its College Access Index, with seven of its 10 campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shone in those rankings, standing second among U.S. colleges for doing the most for low-income students: 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid, and 44 percent of students awarded a bachelor’s degree in 2014-15 graduated with no student debt. UC Davis provides an excellent return on investment, and ranks 31st among the top 50 U.S. universities and colleges for the amount of money its students earned over 20 years after earning a degree. UC Davis ranks 6th among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.

UC Davis has also made excellent strides in supporting diversity and developing an inclusive campus community: the university has adopted a Strategic Plan for Diversity and Inclusion,¹ 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 the most important STEM University for women, and the university is expecting to earn the U.S. Department of Education Hispanic Serving Institution designation by 2018-2019, when 25 percent of undergraduates will be of Hispanic origin. Campus Pride, a national non-profit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices.

UC Davis is known for its relaxed, friendly campus, and strong sense of spirit. UC Davis offers 800 different student clubs (including academic groups), 70 fraternities and sororities, an active student government, and an array of ethnic and cultural organizations. Home of the Aggies, there are also 23 intercollegiate athletics teams (14 for women, 9 for men), 27 intramural teams, and 39 sport club teams. The campus is famous for its transportation system—which uses vintage British double-decker buses—as well as for the high usage of bicycles on campus and in the Davis area. UC Davis has many unique traditions, including the annual Picnic Day—the largest student-run event in the United States, with everything from a parade and magic show to dachshund races and band competitions—and a tradition of students wearing pajamas to greet alumni at the train station for Homecoming weekend. Giving back is a key dimension of many campus activities, and UC Davis students, faculty, and staff volunteers contribute an estimated 600,000 hours of community service annually.

¹ To learn more, see <http://studentaffairs.ucdavis.edu/campus-diversity/diversity-inclusion>.

The campus has also cultivated a growing distinction for its work in environment and energy, embracing the goal of a sustainable future by producing clean energy, reducing emissions, providing sustainable transportation programs, conserving water, and striving towards zero waste. Drawing on its strengths in the sciences and its legacy in agricultural studies, the campus has been named the second greenest university in the United States (and third greenest in the world) by Green Metric UI. UC Davis has consistently ranked as a top-10 “Cool School” in *Sierra* magazine’s ranking of America’s greenest colleges and universities, this year ranking eighth out of 201 universities for its efforts to promote sustainability. The campus’s West Village development is the largest planned zero-net-energy community in the U.S.; the Tercero Phase 3 student housing project received the highest possible rating of platinum from the U.S. Green Building Council; and 20 UC Davis buildings have green certifications from Leadership in Energy and Environmental Design (LEED). Nearly a third of food bought for the dining commons is sustainably grown, and the biodigester (which was invented at UC Davis) has a daily capacity to turn 50 tons of waste into energy for the campus. The university also operates diverse research centers focused on sustainability, including the California Lighting Technology Center, focused on energy-efficient lighting and daylighting technologies, and the Western Cooling Efficiency Center, which seeks to reduce electrical demand, energy and water consumption in buildings.

A pervasive ethos at UC Davis is the focus on students. Academic Senate and Academic Federation members, staff, and administration extoll a dedication to caring for, supporting, and developing the students who are entrusting their education to UC Davis. There is special consideration given to support structures addressing the fact that UC Davis boasts a student body that is not only highly diverse, but also home to many undocumented and first generation college students.

This commitment to the student population is a piece of the larger philosophy of community and inclusion espoused at the university. UC Davis is a diverse community comprised of individuals having many perspectives and identities, coming from a multitude of backgrounds and experiences, with distinct needs and goals. UC Davis recognizes that to create an inclusive and intellectually vibrant community, community members must understand and value both individual differences and common ground. The “UC Davis Principles of Community” is an aspirational statement that embodies this commitment, and reflects the ideals community members seek to uphold:

The University of California, Davis, is first and foremost an institution of learning, teaching, research and public service. UC Davis reflects and is committed to serving the needs of a global society comprising all people and a multiplicity of identities. The university expects that every member of our community acknowledge, value, and practice the following guiding principles.

We affirm the dignity inherent in all of us, and we strive to maintain a climate of equity and justice demonstrated by respect for one another. We acknowledge that our society carries within it historical and deep-rooted injustices and biases. Therefore, we endeavor to foster mutual understanding and respect among the many parts of our whole.

We affirm the right of freedom of expression within our community. We affirm our commitment to non-violent exchange and the highest standards of conduct and decency toward all. Within this context we reject violence in all forms. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity and respect. We further recognize the right of every individual to think, speak, express and debate any idea limited only by university regulations governing time, place and manner.

We confront and reject all manifestations of discrimination, including those based on race, ethnicity, gender and gender expression, age, visible and non-visible disability, nationality, sexual orientation, citizenship status, veteran status, religious/non-religious, spiritual, or political beliefs,

socio-economic class, status within or outside the university, or any of the other differences among people which have been excuses for misunderstanding, dissension or hatred. We recognize and cherish the richness contributed to our lives by our diversity. We take pride in all our achievements, and we celebrate our differences.

We recognize that each of us has an obligation to the UC Davis community of which we have chosen to be a part. We will strive to build and maintain a culture and climate based on mutual respect and caring.

Academic and Research Excellence

UC Davis comprises four colleges—Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science—as well as a graduate studies program and nationally renowned professional schools, including the Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, and the top-ranked School of Veterinary Science. UC Davis has 104 undergraduate majors and 97 graduate programs in its diverse academic programs.² Students are attracted to the 19:1 undergraduate student-to-faculty ratio, as well as to the opportunity to participate in research, with 38 percent of undergraduate students conducting research. In Fall 2015, the average high school grade point average of the enrolled freshmen was 4.00, while the middle 50 percent range of SAT scores were 510-630 for critical reading, 560-710 for math, and 530-660 for writing. The University Honors Program offers the experience of a selective liberal arts college with the resources and opportunities of a world-class research university. Around 1,300 UC Davis students study abroad each year, attending more than 50 programs led by UC Davis instructors in more than 30 countries, and many other programs through the University of California Education Abroad Program and independent providers.

UC Davis has an academic staff of roughly 2,450. The university's distinguished faculty includes members of the National Academy of Sciences, American Academy of Arts and Sciences, American Law Institute, National Academy of Engineering, and other renowned academies. Among many other honors, university faculty, alumni, and researchers have won the Nobel Peace 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 the only campus that is home to an Academic Federation, a group of academic employees who are not members of the Academic Senate, and who by percentage of appointment and duration of employment are eligible for membership. This organization is parallel in function to the role of the Academic Senate.

In the area of research, UC Davis continues to be a national leader in federally sponsored research and is distinguishing itself for its success in generating research support from state and private sources. The National Science Foundation ranks UC Davis 15th in the nation in research funding among public universities and 22nd among public and private universities overall. Annual external research funding reached all-time highs over the past two years, with the campus generating \$786 million in 2014-2015 and \$760 million in 2015-2016, made all the more remarkable given the national trend of declining research support.

UC Davis has continued its leadership as a global center of expertise in food science, agriculture, and related fields. In 2015, UC Davis was ranked first among universities in the world for teaching and research in the area of agriculture and forestry. The World Food Center was established in June 2013 as part of UC Davis' commitment to finding solutions to feeding a hungry world, and the campus has expanded its focus into the production of wine, beer, and coffee. The university recently received a generous grant to develop Peet's Coffee Pilot Roastery, the first step in establishing a Global Coffee

² For more about the colleges and schools at UC Davis, please see <https://www.ucdavis.edu/academics/colleges-schools>.

Institute at UC Davis. UC Davis also is home to a Department of Viticulture and Enology, an Agricultural and Resource Economics program, and a Department of Animal Science that operates an on-campus dairy, meat-processing plant, equestrian facility, and experimental farm.

To learn more about research at UC Davis, visit <http://research.ucdavis.edu>.

UC Davis Health System

The University of California, Davis encompasses the UC Davis Health system, which comprises the UC Davis School of Medicine (ranked among the country's top 50 medical schools for both research and clinical care by *U.S. News & World Report*); the Betty Irene Moore School of Nursing; UC Davis Medical Center – a nationally ranked 619-bed acute-care teaching hospital; and the UC Davis Medical Group – a 1,000-member physician's practice group. UC Davis Health is home to a National Cancer Institute-designated comprehensive cancer center, an international neuro-developmental institute, a stem cell program, and a top-ranked comprehensive children's hospital, as well as many other nationally prominent centers. UC Davis Medical Center is home to the only Level 1 Trauma Center in California north of San Francisco.

The health system has an annual budget of roughly \$1.7 billion. The Medical Center logs more than 40,000 hospital admissions and handles nearly 1 million outpatient visits annually, with the medical center's emergency room seeing an average of 210 patients every day. In addition to providing state-of-the-art quaternary care, the system provides a majority of the indigent care in the Sacramento region. The Association of American Medical Colleges has previously honored UC Davis Health with the "Outstanding Community Service Award" for its commitment to the community and region. The School of Medicine has developed a remarkable Underserved Communities Leadership Program (UCLP), which operates specialized medical education tracts such as Rural-PRIME and SJV Prime, TEACH, and ACE-PC. Additionally, UC Davis coordinates the Federal Communications Commission (FCC)-funded California Telehealth Network, which provides free broadband connections linking together nearly 900 primary-care sites, tribal clinics, rural hospitals, and teaching hospitals. This program is one of the country's largest telemedicine networks.

UC Davis Health operates as part of UC Health, which is the nation's largest health science and medical training program, with more than 14,000 students annually enrolled in 17 health-sciences professional education programs. UC trains nearly half of the medical students in California. In addition to Davis, UC Health operates medical centers in Irvine, Los Angeles, San Diego, and San Francisco. UC Riverside is home to a new community-based medical school and UC Merced is expanding its health education opportunities to its students dedicated to serving the Central Valley. Together, the UC medical centers comprise the fourth-largest health care system in California, and deliver more than 147,000 inpatient discharges, 297,000 emergency room visits, and 3.9 million outpatient visits each year.

To learn more about the UC System's medical centers, please see <http://health.universityofcalifornia.edu>.

Funding and Philanthropy

Of \$4.3 billion in revenues generated during 2015-2016, about 41 percent came from the UC Davis Medical Center; 13 percent from auxiliary sales and services; 13 percent from grants and contracts; 11 percent from tuition; 9 percent from unrestricted state funds; 5 percent from gifts, endowments, interest, and other sources; 4 percent from student fees; 1 percent from state designated and restricted funds; and 3 percent from indirect cost recovery.

In May of 2014, President Napolitano and Governor Jerry Brown announced a historic agreement that provides UC with significant new revenue over an extended period of time, providing increased support to the University and financial predictability. This came at the end of a challenging period for the University, with state general fund appropriation to the University of California dropping by about one third over the five years beginning in 2007-2008. The agreement provided for a 4 percent base budget increase for each of four years following the agreement; a one-time infusion of \$436 million over three years for UC's pension obligation from funds set aside under Proposition 2; and an allocation in 2015-2016 of \$25 million for deferred maintenance.

UC Davis has experienced particular success in alumni support and philanthropy. In 2013, it concluded the Campaign for UC Davis — the campus's first comprehensive fundraising campaign. This campaign set out to inspire 100,000 donors to contribute \$1 billion to advance UC Davis' excellence in education, scholarship and service. The university met its goal more than a year ahead of its anticipated 2014 goal, with more than \$1.13 billion being ultimately raised from nearly 110,000 donors. Fueled by this campaign and a rapidly developing culture of philanthropy by alumni and friends of the university, its endowment reached \$1 billion in June 2015.

For more about the budget, see http://budget.ucdavis.edu/factsheet/current_base_budget_overview.pdf.

Plans for Growth at UC Davis

UC President Janet Napolitano has set a plan to increase systemwide enrollment of new California undergraduates by 10,000 over three years, including 5,000 freshmen and transfer students in 2016-2017. UC Davis already has taken steps to increase its enrollment of new undergraduates by 1,100 this fall. At the same time, the campus launched the 2020 Initiative in 2013, a long-range plan to increase financial stability by reducing reliance on state funding. The university has developed a 2017-2027 Long Range Development Plan³ that aims to help the university build a strategy for its physical future. Beyond developing on campus, UC Davis has been exploring the possibility of building an additional campus in Sacramento that would focus on new programs to strengthen activities in the California policy arena and promote regional economic development activities. Among the ideas being considered are a public policy institute and school for global population and health, with a goal to more fully engage state leaders and the community.

About the Office of the Chancellor

The Chancellor reports to the President of the University of California system and serves as a peer and partner to Chancellors of the other UC campuses. The Chancellor serves as Chief Executive Officer of the Davis campus and exercises broad, delegated authority. The Chancellor is responsible for all aspects of campus administration, including administrative functions, such as human resources, information technology, and budgeting; academic services, such as academic affairs, curriculum development, student services, student recruiting; and operations across the medical centers. In addition, the Chancellor plays a vital external role, serving as a spokesperson in diverse external forums and as a partner to a wide range of public and private institutions.

Positions reporting immediately to the Chancellor are the leader of Finance Operations and Administration; Associate Chancellor and Chief of Staff; Vice Chancellor for Development and Alumni Relations; Provost and Executive Vice Chancellor; Vice Chancellor for Human Health Sciences; Vice

³ For more information about campus planning, see <http://campustomorrow.ucdavis.edu>.

Chancellor for Research; and Vice Chancellor for Student Affairs and Campus Diversity, some of which currently are filled by interim appointments.⁴

Key Opportunities and Challenges for the Chancellor

UC Davis has significantly expanded its local and global impact through the development of new programs, facilities, and locations. Given its proximity to the San Francisco Bay Area, one of the most prosperous and intellectually diverse regions in the world, and Sacramento, the center of government for the state, the university has an exceptional opportunity to lead in the development of innovative education and discovery that will dramatically improve the lives of citizens across the state, the nation, and the globe. For UC Davis to meet these challenges and seize its opportunity, it must continue to expand the size, scope, and impact of its research enterprise and academic programs, while also remaining adaptive and innovative in a highly competitive environment. The Chancellor will lead the university to achieve this vision by working with leaders across the university, as well as with outside partners, to create a cohesive organizational infrastructure that supports and inspires UC Davis members wherever they work and empowers them to succeed in their mission. To succeed, the Chancellor must address several key challenges and opportunities, which are detailed below:

Develop and execute a vision to accelerate UC Davis' rise among globally preeminent research universities

The Chancellor will work to unite the campus around a shared vision for UC Davis – grounded in the land grant mission – that embraces the current era and raises all areas to the level of the existing gems of the campus. Through his/her leadership, the Chancellor will connect change and growth to a cohesive strategic plan with clear and broadly understood priorities, including continuing the positive trajectory in national and global rankings of the campus and academic programs that increase the campus's visibility within the UC system, the region, the state, the country, and beyond. The Chancellor will spearhead these efforts, but will work with leadership across the institution to empower their units to drive their own futures, collaborating to determine the best path forward and to implement plans to grow and evolve while contributing to the fabric and mission of UC Davis across its campuses. Undertaking this work, s/he will be active and visible in the Chancellor position, a presence on both the Sacramento and Davis campuses.

Lead in an exemplary manner to build a culture of trust and transparency among stakeholders

Demonstrating collaborative leadership and consultation across all sectors of the campus community, the Chancellor will include involved parties in managing change and development. S/he will recognize the need for open communication and a sense of inclusion and trust on campus, and will provide transparency and accountability with an understanding of and respect for shared governance. The Chancellor will ensure that all of the different academic constituencies and sections of the broader campus community feel heard and engaged, involved, and respected in the work of the institution. As part of this s/he will embrace various communication channels and pathways to ensure that messages are shared clearly and fully with interested parties as appropriate. Moreover, s/he will embody a visible and accessible leadership style that will inspire others in management positions across the campus. Ultimately, the Chancellor will ensure that all members of the campus community feel consulted and fully engaged, even if they do not agree with a decision.

⁴ To see an org chart, see <https://www.ucdavis.edu/sites/default/files/upload/files/uc-davis-administrative-org-chart.pdf>. For an overview of top administrative units, see <https://www.ucdavis.edu/administration/top-administrative-units>.

Increase UC Davis' commitment to diversity and inclusion

The new Chancellor will enhance diversity and inclusion at all levels of the university. This includes leading UC Davis in outreach and recruitment to bring in and retain high quality executives, faculty, staff, and students from diverse backgrounds, including people of different races, ethnicities, genders, sexual orientations, and socioeconomic statuses. S/he will serve as an advocate and driving force for continuous improvement of the campus climate for students, faculty, and staff from diverse backgrounds, embracing the notion that diversity itself is not enough, but that it must be partnered with inclusion and ensuring UC Davis is a safe and welcoming environment for all. These efforts must recognize the diversity of California and the region within which UC Davis sits. Understanding this, the Chancellor will build relationships with external stakeholders that increase diversity and understanding on campus. S/he will commit resources to helping UC Davis become a designated Hispanic Serving Institution (HSI). Taken together, this work and more will demonstrate a philosophy of diversity not just as a goal, but as essential to improving higher education, UC Davis, and overall society.

Build bridges between UC Davis and the Davis and Sacramento communities surrounding it as a compelling and passionate representative of the institution

The Chancellor will recognize that UC Davis has a reach outside the bounds of the campus, and seek impact of programs and influence within the Central Valley and beyond in the surrounding California region. S/he will be present in the surrounding communities, reaching out to develop relationships and to explore how the university can support its cities and the cities can best support their university. As a public representative of UC Davis, the Chancellor will earn the trust of the external community and bring the campus and community together for mutually beneficial outcomes and strong town-gown relations. S/he will engage intensely with commercial and non-profit sectors in Davis, Sacramento, and beyond, including embracing the location as the gateway to the Central Valley and the enormous talent there. This external work will include further deepening the university's relationship and engagement with its alumni, including those in the region and farther afield.

Grow the financial resources required to fully meet the current needs and future aspirations of the campus

The role of the Chancellor incorporates leadership in development at the highest levels, including engagement in and promoting the forthcoming capital campaign. S/he will work with others to fully fund necessary infrastructure projects, with a particular emphasis on addressing deferred maintenance, and will attend to human capital and increasing faculty and staff as appropriate to support growth at the university, as well as thinking strategically with UC Health about new models for sustainability and ensuring that financial aid allows low- and middle-income students to attend UC Davis. As an experienced fiscal manager, the Chancellor will consider revenue streams for the institution to create a pathway to sustainable excellence that is not growth dependent. His/her budget management experience will allow the Chancellor to make difficult but fiscally prudent decisions as needed for UC Davis, understanding the balance between important investments and fiscal sustainability.

Maintain and expand the infrastructure necessary for a thriving public research university

The Chancellor will set the stage for the university to continue the recruitment, mentoring, and retention of world-class faculty who engage in high-level disciplinary or interdisciplinary research and excellence in teaching and those who work collaboratively to solve significant issues in society. S/he will develop, retain, and, where necessary, hire an excellent team of leaders on campus, and will establish training for supervisors to support their development and aid in the development of their teams. The Chancellor will work across UC Davis to invest in staff, including creating professional development opportunities, and

to engage non-tenure track faculty members in a way that embraces and celebrates their critical role and supports their commitment to serving the Davis community. On the physical side, the Chancellor will develop and implement a plan to address deferred maintenance and new campus construction.

Represent and advocate for the campus within the UC system

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

Qualifications and Experience

The successful candidate for Chancellor will also possess many of the following qualifications and characteristics:

- Successful leadership and management experience in a complex organization, with strong preference for experience within a public university.
- A record of successful outcomes resulting from strategic, organizational, and administrative decisions.
- A demonstrated commitment to intellectual and organizational excellence.
- A clear vision of the challenges and opportunities facing public higher education, and how they have an impact on a highly competitive research university.
- A proven ability to bring disparate groups together around new ideas and/or initiatives.
- A demonstrated strong and innate personal commitment to diversity and inclusion; a proven track record in building diversity among faculty, staff, and students; and a history of seeking routes to increased inclusion for community members from historically underrepresented backgrounds, including campus climate programs.
- A record of transparency and meaningful inclusion of faculty, students, staff, and others in planning and decision-making processes.
- Established evidence of positive engagement with, and appreciation of, a wide variety of internal constituencies.
- Demonstrated ability to recognize excellent academic talent at the highest levels; a successful record of recruitment and retention strategies.
- A successful record of staff development.
- A track record of working with community leaders, local businesses, and local and state government, including experience with elected officials and state legislature.
- Successful history of bridging town-gown relations and participating in external activities.
- A record of active listening, translating knowledge into action and meaningful feedback, and success in creating effective linkages with diverse external constituencies.
- The ability and desire necessary to lead the campus in attracting philanthropic support; experience in closing large philanthropic gifts.
- Demonstrated aptitude for financial strategy and decision-making in a complex environment; significant experience managing a complex budget.
- A record of successfully working in a multi-institutional context.
- A breadth of interest in the totality of the academic mission of the university.
- A track record of strong communication skills, approachability, and collaboration.

- Self-awareness of strengths and weaknesses.
- Principled integrity and a strong moral compass.
- Humor, grace, resilience, and a high tolerance for ambiguity.
- A persona that evinces accessibility, kindness, humility, and generosity of spirit.
- A belief that success is echoed in success of others, not oneself.

Location

UC Davis is located immediately adjacent to the city of Davis (population 65,000), a vibrant college town in Yolo County, in California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and world-class destinations such as the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all located within a two-hour drive. Davis is noted for its desirable quality of life, its seeming small town atmosphere, and an emphasis on parks and open spaces. Davis is also known for its innovation in all aspects of community life as a leader in fostering and implementing non-traditional approaches to traditional problems. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region is also home to a thriving and engaged business community, fueled by UC Davis and eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest airport is the Sacramento International Airport, a 20 minute drive from campus.

Applications, Inquiries, and Nominations

The University of California, Davis, is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to the achievement of diversity. Reviews of candidate materials will begin immediately and the position will remain open until filled. For best consideration, please submit materials by November 18, 2016. The University of California has retained Isaacson Miller, a national executive search firm, to assist with this search. Confidential inquiries, nominations, referrals and resumes with cover letter should be sent in confidence to: davischancellor@imsearch.com.



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The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. For the complete University of California nondiscrimination and affirmative action policy see: <http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>.