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The Opportunity

Position
Executive Vice President (EVP), University of California Health

Location
Oakland, California

Reporting Relationship
This position reports to the President of the University of California
Michael V. Drake, MD

Website:
https://www.universityofcalifornia.edu/

Position Summary

University of California Health (UC Health) represents and promotes collaboration amongst the University’s clinical and health professional education arms, consisting of the University of California’s six academic health systems and twenty health professional schools at UC Berkeley, UC Davis, UC Irvine, UC Los Angeles, UC Riverside, UC San Diego, and UC San Francisco.

Reporting to the President of the University of California, the Executive Vice President (EVP) maintains collaborative relationships with the President’s Cabinet, Chancellors, the Vice President for Research & Innovation, Vice Chancellors of Health, Academic Medical Center CEOs, the Academic Senate and health professions Deans.

Under the EVP, the UC Health Division in the UC Office of the President focuses on four priorities: positioning UC as a partner to the State to realize health improvement goals, facilitating collaborative investments that increase fiscal resilience of each of the health campuses, advancing distinction and excellence through collective action, and increasing access to health services in regions that have been underserved. The EVP achieves these objectives by providing policy leadership, fostering systemwide collaboration, and catalyzing innovation across the health campuses.

This is a highly visible, interactive, and inclusive position that requires direct and continuous interaction with leadership of all components of the University of California.
EVP Position Responsibilities

Collaborative Leadership

- Represent UC Health and serve as spokesperson for the health campuses to the UC Regents and external stakeholders
- Lead an effective coalition across the UC’s health campuses for solutions and initiatives which position UC as a partner with the State on public health and health care priorities.
- Facilitate collaboration amongst the campuses, advance distinctive programs, and increase access to the underserved.
- Oversee and maintain an effective organization, directing the selection, employment, compensation, and evaluation of employees in areas of direct responsibilities which currently include the following major programs:
  - **Leveraging Scale for Value**: the shared services supply chain organization which encompasses pharmacy, laboratory services, capital initiatives, and information technology procurement,
  - **CDI2 Center for Data-driven Insights and Innovation**: the centralized clinical data warehouse and analysis services which supports operational and research initiatives ranging from cost-reduction to patient-care optimization
  - **Clinical Strategy & Operations**: the development center for innovative cross-UC initiatives including the UC Health Cancer Consortium, Population Health Consortium, and clinical programs
  - **Academic Health Sciences**: coordination and advancement of the PRIME and GME programs, DEI in health sciences, and the Global Health Institute
  - **Health Policy**: the locus for developing and executing policy positions relating to Medi-Cal, and other State and Federal policy issues
  - **Finance and Administration**: oversight and implementation of commercial payer contracting on behalf of the health systems collectively, coordination between UC Health and UC-wide climate and sustainability policy and implementation, and other strategic initiatives

Strategy and Execution

- Provide government relations leadership, contracting expertise and facilitation, and select shared services implementation for the collective health enterprise
- Represent UC in State and Federal health care forums
- Cultivate coordination amongst the campuses to improve health sciences education, research, patient care, and community collaboration
- Ensure the facilitation and execution of a UC Health strategy to stabilize and sustain the clinical enterprises at UC Riverside and UC Merced
- Develop and ensure the implementation of the UC Health Strategic Plan
- Catalyze transformational change, linking stakeholders and finding common needs and goals to create alignment and achieve superior results
- Represent the health campuses in UCOP Labor Relations strategies and initiatives
- Coordinate a UC Health obligated group and develop strategies for optimal capital/debt allocation among campuses
Patient Care

• Lead collaborative efforts amongst health campuses, counties, the State, and key constituents to increase health services access in regions that have been underserved
• Maintain a systemwide focus on clinically proven, effective care with an emphasis on strategies to enhance disease management, care coordination and population health improvement
• Support initiatives leveraging the UC Health clinical data warehouse that improve patient outcomes, and effectuate reductions in harm, mortality, variations in care and readmissions
• Coordinate and direct future public health emergency responses and health security initiatives

Research

• Establish and promote methods to enhance clinical research coordination across the UC campuses
• Develop programs on behalf of the campuses to leverage collective patient services and health services research data

Education

• Develop and coordinate proposals and programs to address the State’s workforce challenges
• Support planning and development across UC’s 20 health science schools of dentistry, medicine, nursing, optometry, pharmacy, public health, and veterinary medicine

Policy

• Provide leadership on issues of State and Federal policy
• Serve as the primary UC advocate for health care financing from Medi-Cal and Medicare
• Leverage the innovative data analytics of 16 million+ unique patient records within the system to advance California health care policy
Relevant Qualifications and Experience

Required Qualifications

- Experience managing numerous direct reports, multiple reporting functions, and major program performance.
- Experience with government relations efforts for a health system.
- Familiarity with contracting and shared services strategies and initiatives for a health system.
- Understanding of labor relations strategies and initiatives for a health system.
- Experience leading financial performance efforts for a health system – with a focus on capital/debt allocation across locations.
- Demonstrated expertise in strategic planning efforts – with a focus on development, implementation and measurement.
- Passion for designing efforts to increase health services access for underserved populations.
- Significant experience leading disease management, care coordination and/or population health improvements across multiple locations.
- Earned reputation for using large datasets to drive measurable improvements in clinical quality metrics.
- Demonstrated experience establishing and promoting methods to enhance clinical research coordination across locations.
- Familiarity with developing workforce improvement programs and initiatives in current and/or prior roles.
- Demonstrated experience with academic planning or development in at least one research-based, health science school.
- Record of communicating and collaborating on policy with stakeholders outside of home institution (state and/or national landscape).
- Leadership experience with state and/or national health care financing forums (i.e. Medicaid, Medicare, etc.).
- Demonstrated experience incorporating data analytics into daily work to drive value.
- Equity, Diversity and Inclusion
  - Demonstrated success leading, developing, or participating in initiatives and programs that support the representation and inclusion of underrepresented groups; and that positively impact organizational values, culture, employment practices, and reward structures.
  - Demonstrated respect for the value and importance of a workplace and a workforce that embrace, support, and promote broad and inclusive diversity in talents and backgrounds at all levels of the organization.
  - A record of demonstrating inclusivity: listening to, supporting, and including people at all levels of an organization engaging diverse perspectives and backgrounds.
  - Expert interpersonal skills to interact effectively and develop and maintain respectful and productive working relationships with an array of diverse individuals and constituencies.
  - Demonstrated self-awareness and active commitment and engagement with others to enhance equity, diversity, and inclusion in decisions and actions.
Preferred Qualifications

• Will possess an earned doctorate or requisite terminal degree from an accredited institution and experience and accomplishments that warrant an appointment as a full professor.
• Has served as a representative, liaison or partner to varying constituents with complex needs – working to advance common priorities, initiatives and interests.
• Has led large-scale cooperation and collaboration across varying constituents with a focus on increasing access to the underserved.
• Leadership experience with government relations efforts, ideally in both state and federal settings.
• Demonstrated expertise in contracting and shared services, including leading efforts to increase consistent vendor selection and performance management.
• Success leading development and implementation of labor relations strategies and initiatives.
• Expert ability to develop and implement financial performance strategies across multiple locations, campuses, constituents. Ideally with a focus on stabilizing and sustaining more financially challenged locations.
• Demonstrated success leading collaborative efforts across multiple locations, counties or constituents to increase health services access for underserved populations.
• Experience coordinating and directing public health emergency responses and/or health security initiatives.
• Leadership experience coordinating clinical research across multiple locations – ideally with measurable research outcomes and achievements.
• Exceptional ability to leverage patient services and health services data for program development.
• Passion for leading workforce improvement programs and initiatives.
• Success with academic planning or development in or across multiple research-based, health science schools.
• Expert ability to (ideally with increasing complexity) communicate and collaborate on policy with stakeholders outside of institution (state and/or national landscape).
• Earned reputation for leveraging data analytics to drive large-scale, population health improvements.
About the University of California

The University of California (UC) is a premier institution of higher education and is recognized nationally and internationally for excellence in teaching, research and public service. The UC system of 10 campuses, six academic health centers and three affiliated national laboratories, with an operating budget totalling $47.1 billion in 2022-23, serves more than 290,000 students, employs over 240,000 faculty and staff, and includes 2 million alumni living and working around the world.

The University of California opened its doors in 1868, with regional and gender inclusivity as founding hallmarks. For more than 150 years, UC has expanded the horizons of what we know about ourselves and our world. UC campuses are routinely ranked among the best in the world, having reach and impact that extend beyond campus borders.

UC students, faculty, staff, health practitioners and alumni exchange ideas, make advancements and unlock the secrets and mysteries of the universe every day. They engage national, state, and local governments; serve California schools and colleges; protect the environment; provide high quality health care; and push the boundaries of space.

From all backgrounds, ethnicities and incomes, UC attracts the world’s best and brightest. UC undergraduates come from all over California, and they work hard to make it to college. In fact, 37 percent of UC students come from low-income families.

UC’s 26,000 graduate students are some of the brightest minds on our campuses, tackling some of the world’s biggest challenges. The next generation of scientists, scholars and industry leaders, they mentor and inspire countless undergrads, launch dozens of startups and create 600 inventions per year.

Thousands of California jobs, billions of dollars in revenues, and countless everyday household items — from more plentiful fruits and vegetables to compact fluorescent light bulbs — can be traced back to UC discoveries. Similarly, many of the state’s leading businesses are based on UC technology, founded by our faculty or led by UC graduates. As we educate the next generation of environmental leaders, we’re putting climate resilience and climate justice at the heart of our sustainability efforts.

Besides world-class classrooms and labs, UC has dozens of museums, concert halls, art galleries, botanical gardens, observatories and marine centers — academic resources, but also exciting gathering places for the community. Another half million people benefit from UC Extension’s continuing education programs and from Cooperative Extension’s agricultural advice and educational programs located throughout the state.

University of California’s Mission

"The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge. That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge."
The University's fundamental missions are teaching, research and public service.

**We teach** — educating students at all levels, from undergraduate to the most advanced graduate level. Undergraduate programs are available to all eligible California high-school graduates and community college transfer students who wish to attend the University of California.

Instructional programs at the undergraduate level transmit knowledge and skills to students. At the graduate level, students experience with their instructors the processes of developing and testing new hypotheses and fresh interpretations of knowledge. Education for professional careers, grounded in understanding of relevant sciences, literature and research methods, provides individuals with the tools to continue intellectual development over a lifetime and to contribute to the needs of a changing society.

Through our academic programs, UC helps create an educated workforce that keeps the California economy competitive. And, through University Extension, with a half-million enrollments annually, UC provides continuing education for Californians to improve their job skills and enhance the quality of their lives.

**We do research** — by some of the world's best researchers and brightest students in hundreds of disciplines at its campuses, national laboratories, academic health centers and other research facilities around the state. UC provides a unique environment in which leading scholars and promising students strive together to expand fundamental knowledge of human nature, society, and the natural world. Its basic research programs yield a multitude of benefits for California: billions of tax dollars, economic growth through the creation of new products, technologies, jobs, companies and even new industries, agricultural productivity, advances in health care, improvements in the quality of life. UC's research has been vital in the establishment of the Internet and the semiconductor, software and biotechnology industries in California, making substantial economic and social contributions.

**We provide public service** — which dates back to UC's origins as a land grant institution in the 1860s. Today, through its public service programs and industry partnerships, UC disseminates research results and translates scientific discoveries into practical knowledge and technological innovations that benefit California and the nation.

UC's agricultural extension programs serve hundreds of thousands of Californians in every county in the state.

Open to all Californians, UC's libraries, museums, performing arts spaces, gardens and science centers are valuable public resources and community gathering places.

The University's active involvement in public-school partnerships and professional development institutes help strengthen the expertise of teachers and the academic achievement of students in communities throughout California.

To review the University of California's Mission, see: [https://www.ucop.edu/uc-mission](https://www.ucop.edu/uc-mission)
Diversity at the University of California

Equity, diversity, and inclusion are key components of the University of California’s commitment to excellence and integral to enhancing the ability of the University to accomplish its academic mission.

The University of California was founded with the purpose of making higher education available to all California citizens — and fulfilling that purpose requires that it cultivate a community reflective of the richness and diversity of the state. Everyone in the university community has the right to work and study in an inclusive environment, one that respects the diversity of all its members. Moreover, the academic excellence of UC is fed by a plurality of ideas and perspectives.

To review the University of California Diversity Statement, see:

https://regents.universityofcalifornia.edu/governance/policies/4400.html;
https://diversity.universityofcalifornia.edu
President Michael V. Drake, M.D.

In August 2020, Michael V. Drake, M.D., became the 21st president of the University of California’s system of 10 campuses, six academic health centers, three nationally affiliated labs, more than 290,000 students and 230,000 faculty and staff. President Drake also holds faculty appointments at the UCSF School of Medicine as a professor of ophthalmology and at the UC Riverside School of Medicine as a professor of medicine.

President Drake served as the 15th president of The Ohio State University (OSU) from 2014 through June 2020. Prior to his six years at OSU, his entire academic career had been at the University of California, including nine years as chancellor of UC Irvine (2005–2014) and five years as UC systemwide vice president for health affairs (2000–2005).

President Drake received his A.B. from Stanford University and his M.D. and residency training from UCSF. He subsequently spent more than 25 years on the faculty of the UCSF School of Medicine, ultimately as the Steven P. Shearing Professor of Ophthalmology and senior associate dean.

During more than two decades of national leadership in higher education, Dr. Drake has served as president of the Alpha Omega Alpha Honor Medical Society and has chaired the boards of the Association of Academic Health Centers (AAHC), the Association of Public and Land-grant Universities (APLU), the Association of American Universities (AAU), and the National Collegiate Athletic Association (NCAA). He currently serves as Chair of the Board of the Commonwealth Fund, a century-old organization that works to achieve a health care system with better access, improved quality and greater efficiency for the benefit of society’s most vulnerable populations.

President Drake has published numerous articles and co-authored six books. He has received dozens of awards for teaching, public service, mentoring and research, as well as five honorary degrees. He is an elected member of the National Academy of Medicine and the American Academy of Arts and Sciences.

Under President Drake’s leadership, the University of California has expanded its strong commitment to access, affordability and academic excellence, all while weathering the COVID-19 pandemic. In response to this global crisis, President Drake instituted critical public health protections for UC students, staff and faculty, including strong mask and vaccine mandates, which kept infection and fatality rates across the UC system dramatically lower than in surrounding communities.

During this period, the university also continued to grow its enrollment, increase student diversity, and enhance student support and affordability. In July 2021, the president proposed, and the UC Board of Regents approved, a multiyear Tuition Stability Plan that helps students and families budget for a UC education by keeping tuition stable and predictable and providing new financial aid resources. In early 2022, President Drake also committed to creating a path to a debt-free UC education for students by significantly expanding need-based financial aid offerings. This included the launch in spring 2022 of the UC Native American Opportunity Plan, which ensures that in-state systemwide tuition and student services fees are fully covered for California students who are enrolled in federally recognized Native American, American Indian, and Alaska Native tribes. At the same time, the university admitted a record
number of California first-year students for the fall of 2022, with an increase in the number of underrepresented students.

Under President Drake’s leadership, the university also achieved greater state funding stability. A five-year funding compact established with California Governor Gavin Newsom will enable the university to make critical long-term investments in its students, faculty, research and infrastructure. The 2022-23 state budget included $185 million to advance UC’s impactful work in addressing the global challenges of climate change — a top priority for the president and the university.

President Drake has been a strong advocate for diversity, equity, inclusion and belonging efforts at the university. In particular, he championed an effort to reimagine campus safety and policing at the University of California, leading to a clear set of guiding principles including community and service-driven safety, holistic and inclusive response models, improved data collection and transparency, and clear accountability and independent oversight.

President Drake’s interests outside higher education and health sciences include art and music. He serves on the Board of Directors of the Broad Museum of Art in Los Angeles, California, and the Rock & Roll Hall of Fame in Cleveland, Ohio.

Office of the President

The University of California Office of the President (UCOP) (www.ucop.edu), located in Oakland, CA, is the systemwide headquarters of the University of California. The University of California is a system of 10 campuses, six academic health centers and three affiliated national laboratories.

UCOP supports campuses and students through systemwide funding and programs. It manages the University’s multi-billion dollar operations and investments. It oversees medical centers and national labs. It provides centralized labor relations and legal services. And it promotes the well-being of its diverse and large workforce through benefits and retirement programs.

The Office of the President coordinates activities that allow a complex and unique system to operate efficiently as one university, furthering its public interest, academic and research missions. It oversees and manages programs that serve the entire university system, allowing campuses to capture the savings and efficiencies that come from centralized operations.

UC Office of the President is comprised of the following divisions, departments, and functions:

- **Academic Affairs** – departments include Academic Personnel and Programs, Graduate Undergraduate and Equity Affairs, Institutional Research and Academic Planning, Research and Innovation
- **Agricultural and Natural Resources** – focus and functions includes 4-H Families, Agriculture and Pest Management, Environment and Natural Resources, Food and Health, Innovation and Economic Development, Yard and Garden
- **Ethics, Compliance and Audit Services** – functions include Compliance, Audit, Investigations, and Universitywide Policy Office
- **External Relations and Communications** – departments include Alumni Engagement, Executive Communications and Engagement, Federal Governmental Relations, Institutional Advancement, Internal Communications, Legislative Analysis, Marketing Communications,
State Government Relations, Strategic Communications and Media Relations, University of California Health Communications

- **Systemwide Title IX Office** – assists in implementing systemwide initiatives and best practices in harassment prevention and response. We also provide investigative support and develop and deliver education and training to Title IX offices and other university partners involved in preventing and responding to sexual harassment and sexual violence.

- **UC Finance** – departments include Budget Analysis and Planning, Capital Asset Strategies and Finance, Financial Accounting, Procurement Services, Risk Services

- **UC Investments** - functions include Investment Funds, Investment Reports, Investment Policies, Sustainable Investment

- **UC Legal** – department practice groups include Benefits, Business Transactions, Construction, Education Affairs, Construction, Education Affairs, Health Affairs, Intellectual Property and Innovation, Laboratory Affairs, Labor and Employment Benefits, Land Use and Environment Health and Safety, Litigation, Nonprofit Organizations and Charitable Giving, Procurement, Public Accountability and Governance, Real Estate, Trusts and Estates, Technology and Research

- **UC National Laboratories** - provide contract management and oversight of three U.S. Department of Energy (DOE) national laboratories: Lawrence Berkeley National Laboratory and ensure UC obligations for the LLCs that operate Los Alamos National Laboratory and Lawrence Livermore National Laboratory

- **UC Operations** – departments include Systemwide Human Resources, Information Technology Services, Operational Services, Office of Systemwide Community Safety, Office of Workplace Inclusion and Belonging, Strategy and Program Management Office

- **University of California Health** – functions include Academic Health Sciences, Center for Data-driven Insights and Innovation, Global Health Institute, Strategy Planning and Public Policy, Student Health, and Systemwide Operations (Leveraging Scale for Volume), Quality and Population Health

### Board of Regents

The University of California is governed by the 26-member Board of Regents, which exercises approval over university policies, financial affairs, tuition and fees. The board appoints the university President and its principal officers. 18 regents, appointed by the Governor, serve 12-year terms. The Board also appoints one student member appointed by the Regents for a one-year term, and seven ex officio members, including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, President and Vice President of the Alumni Associations of UC, and the President of the University. In addition, two faculty members, the chair and vice chair of the systemwide Academic Senate sit on the board as non-voting members.

### Academic Senate

Shared governance with the Academic Senate is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. Faculty participation in governance of the University
through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence. The faculty, through the Academic Senate, advise the Board of Regents and the administration on the development of policies and procedures that will enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight. The relationship between the Academic Senate and the administration, both systemwide and on the campuses is a partnership that brings faculty into decision making processes at the formulation stage. The structure of the Academic Senate, and the identity of its principal standing committees, evolves from the authorities and responsibilities delegated to the Senate by the Board of Regents. The organizational structures of the divisional senates on each of the campuses generally parallel the organization of the systemwide Senate.

University of California Health

University of California Health (UC Health) represents and promotes collaboration amongst the University’s clinical and health professional education arms, consisting of the University of California’s six academic health centers and twenty health professional schools at UC Berkeley, UC Davis, UC Irvine, UCLA, UC Riverside, UC San Diego, and UC San Francisco.

University of California’s Health sciences education system is the country’s largest with more than 16,000 students across twenty health professional schools on seven campuses, including UC Berkeley, UC Davis, UC Irvine, UCLA, UC Riverside, UC San Diego, and UC San Francisco. UC medical schools currently train approximately 3,400 medical students and nearly 6,000 residents. UC schools of nursing, pharmacy, dentistry, public health, and optometry also contribute to the health workforce in California and nationwide.

University of California’s six academic health centers form a $17.5 billion revenue enterprise. Across twelve hospitals, with more than 3,900 licensed beds, the six UC academic health centers provide the full range of clinical care. The University provides half of all transplants and one-fourth of extensive burn care in California. The University of California operates or staffs five Level 1 trauma centers — often providing the only trauma care in the region. Together, the UC academic health centers comprise the fourth-largest health care delivery system in California, with 1.2 million inpatient days, more than 370,000 emergency room visits, and 9.5 million outpatient visits each year.

UC Health also oversees student health services for 294,000 students across 10 UC campuses. More than half of current UC students have elected to enroll in the UC student health insurance program (UC SHIP), which provides coverage for campus-based health services, as well as referrals to local network-based specialty care as needed.

As a system the UC Student Health and Counseling centers provide over 265,000 primary care and urgent care visits, 80,000 nursing visits, 29,000 physical therapy visits, 20,000 medical specialist visits, and 14,000 optometry visits to UC students annually. Students who need specialty medical care or other specialized services not provided by student health are referred to local community provider networks, including UC academic medical centers and physicians, where available.

The University of California is the largest single recipient of funding from the National Institutes of Health and the National Science Foundation. UC receives five to six percent of the NIH’s annual appropriations for research and seven to eight percent of the NSF’s annual research appropriations. The University of California counts among its faculty 15 Nobel Laureates in medicine and more than 200 National Academy of Medicine members.

The University of California offers three self-funded, Affordable Care Act compliant PPO plan options to approximately 225,000 employees, retirees, and their dependents: UC Care, Core, and the Health Savings Plan. Currently, the three PPO plans have enrolled 68,000 UC employees, dependents, and retirees. UC System funded health plans are managed by the system.

More about the University of California Health can be learned at: https://health.universityofcalifornia.edu
Procedure for Candidacy

Reviews of candidate materials will begin immediately, and the position will remain open until filled. For best consideration, please submit materials by May 1, 2023. Salary will be commensurate with experience.

Candidates are welcome to apply at https://kfopportunities.loop.jobs/job/Korn-Ferry-Executive-Search-Oakland-Executive-Vice-President-University-of-California-Health-California/191615099

This application requires the submission of each of the following 4 items to be complete. Only complete applications will be considered.

1. University of California applicant Self-Identification Survey
2. Cover letter
3. Resume
4. Contributions to Equity, Diversity, and Inclusion Statement

Confidential inquiries, applications, and nominations should be sent to Toni Lam, PhD, lead Senior Client Partner, at tonika.lam@kornferry.com.

Conditions of Employment

- Successful completion of a background check is required for this critical position. (Please see Background check process at UCOP)
- Financial disclosure requirements of the California Reform Act of 1974
- Annual disclosure of outside professional activities
- Smoke Free Work Environment: The University of California, Office of the President, is smoke & tobacco-free as of January 1, 2014. (Please see UC Smoke & Tobacco Free Policy)
- The University of California has issued a policy requiring all employees to be fully vaccinated prior to entering a UC facility. Upon hire into a University of California Office of the President (UCOP) position, you will be provided detailed instructions on how to comply with this policy. As a new employee, you will have 14 days from your date of hire to submit proof of vaccination, including boosters or request and exception or deferral. (Please see UC Covid-19 Vaccine Policy Implementation and Tracking)

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 University of California’s complete nondiscrimination and affirmative action policy, please visit this website: http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct.
About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development and Total Rewards.

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