UNIVERSITY OF CALIFORNIA
OFFICE OF THE PRESIDENT

Systemwide Provost and Executive Vice President - Academic Affairs
Position Specification

Reporting to the President of the University of California, the Systemwide Provost & Executive Vice President – Academic Affairs (“Provost-EVP”) is both the University’s chief academic officer and an executive leader in the University’s system office, the University of California Office of the President, which is located in Oakland, CA. The Provost-EVP provides vision, leadership, and counsel across the University in all areas of academic, research, and student affairs planning, policy, and programs. Serving as partner to the President and the University’s chief academic officer, the Provost-EVP advocates for the University’s academic mission within the Office of the President so as to ensure its centrality in all planning and policy activities. The Provost-EVP convenes, supports, and provides system-level leadership for the campus executive vice chancellors for academic affairs and vice chancellors for research. The Provost-EVP represents the Office of the President to the University’s Academic Senate and partners with the President in representing the University to the Board of Regents, the California state legislature, and other external and internal stakeholders. The Provost-EVP also represents the University to national organizations such as the Association of American Universities and the Association of Public & Land-grant Universities.

Through all of these activities and responsibilities, the Provost-EVP contributes broadly to the ongoing success and impact of the country’s most significant public research university system. The position therefore represents an extraordinary opportunity to play a role in shaping the future of higher education in the state of California and at the national level.
Overview of the Position

The Provost-EVP role is unusually complex and impactful. The purpose of the role is to ensure that an academic sensibility infuses, motivates, and guides decision-making at the highest levels of the University.

The Provost-EVP directs the development of academic and research policies; facilitates large-scale, multi-campus research initiatives and innovation transfer; provides administrative oversight of the University’s academic planning efforts and associated budget matters; serves as liaison and facilitator among the University-wide Academic Senate, executive vice chancellors-provosts of the 10 campuses, student governments, and academic leaders of other segments of California higher education; and directs planning, policy development, and strategy in such areas as K-12 academic preparation, international academic activities, library planning, University Press, research, and student affairs.

The Provost-EVP ensures that the University’s commitment to advancing diversity, equity, and inclusion informs system-wide policy development, plans, and initiatives whether in response to campus-led activities or in driving system-level activities.

The Provost-EVP must recognize and support both the overall direction of the University and the ambitions and directions of the campuses, shaping them when the broader System-wide view may add perspective, identify synergies and mobilizing resources in order to support excellence at the campus level. The Provost-EVP will mirror at the system-level the engagement with the pursuit of academic excellence that consumes campus-level leaders.

In the Office of the President, the Provost-EVP should be the voice for the University’s academic mission and the values, principles, and policies that sustain it, serving as the champion of and advocate for the academic enterprise in planning and decision-making at the system level.

As a system-wide resource for excellence in research, teaching, and public service, the Division of Academic Affairs in the Office of the President builds on the energy and academic strength of UC’s campuses to enhance the system’s educational impact. Academic Affairs supports the campuses in recruiting and retaining outstanding professors and providing them with the support they need to succeed. Under the Provost-
EVP’s leadership, Academic Affairs also promotes excellence through programs that help prepare, recruit, and support undergraduate, graduate, and professional students; manages programs that help position UC and California as engines of economic, social, and cultural development; and ensures that UC remains on the cutting edge of innovation in teaching and learning by supporting new academic initiatives.

The Provost-EVP provides leadership to the four departments that currently comprise Academic Affairs: Academic Personnel and Programs (APP), Institutional Research and Academic Planning (IRAP), Research and Innovation (R&I), and Graduate, Undergraduate, and Equity Affairs (GUEA), as well as the Innovative Learning Technologies Initiative.

The scope of responsibilities calls for both broad thinking and focused attention on areas of academic leadership at a University-wide level. The multi-faceted nature of the role – partner to the President and deputy in his absence, system-wide Provost and chief academic officer, and one of four Executive Vice Presidents reporting to the President – requires a vision and leadership style that moves always towards integration even as it recognizes the specificity of a situation, initiative, or decision. The opportunity is, in other words, to support the President in enabling the University of California to become even greater than the sum of its remarkable parts.

Opportunities and aspirations

Stakeholder discussions that have taken place in advance of the Provost-EVP search have identified a number of aspirations that the new Provost-EVP might advance. While these aspirations will require much study, vetting, and planning in partnership with campus and Office of the President colleagues, they provide the incoming Provost-EVP with a set of starting-points that would advance the University's mission, increase its integration, and enhance its distinction in powerful ways:

- Continue to position the University as a force to advance diversity, equity, inclusion, and access in the context of the President’s commitment to enrollment growth
- Convene University leaders to analyze the changing demographics of the student populations the University serves and to develop a vision for the academic personnel, academic support staff, campus facilities, and educational systems and infrastructure the University will need to meet these changes and remain a world-class research university
• In this context, contribute additional energy and leadership to UCOP’s ongoing work on academic personnel strategy and policy to ensure that system-wide policies and practices support the recruitment and retention of world-renowned faculty by each of the 10 campuses and the six medical centers

• Advance the University’s understanding of how online education may become a component of UC instruction seamlessly aligned with onsite, in-person pedagogy

• Convene and lead stakeholders including the Academic Senate on initiatives to update and streamline how the University develops and approves academic programs so that it remains in the forefront of emerging fields and can respond efficiently to shifting expectations of faculty and students

• Contribute to the development of University-wide research and innovation programs and infrastructure, identifying and/or helping to shape overarching initiatives that capitalize on the University’s extraordinary breadth and scale; develop policy that supports UC research and translation; enhance clarity of purpose and support for University-wide research programs and resources such as the Multicampus Research Units

• Collaborate with the UC Health division of the Office of the President in the ongoing development of a shared vision for the relationship between the University’s core academic mission and its mission and impact in medicine and health that will increase alignment and synergy and to scaffold overarching discussions of strategy, governance, resources, and finances

• Catalyze further University-wide work on data governance at both policy and practice levels to include tools campuses can use to curate, protect, and leverage data in areas such as student success, research, and faculty performance

• Enhance the coordination among the education segments in California – K-12, the California Community Colleges, the California State University System, and the independent colleges and universities – on matters of mutual interest
Qualifications, Competencies, and Credentials

Required

- An earned doctorate; outstanding record in teaching and research with national reputation in an academic field; accomplishments that have earned or would earn tenure as a full professor at the University of California
- Demonstrated extensive experience successfully leading in a large, complex research university with established shared-governance practices and expectations
- Demonstrated track record implementing initiatives and practices that measurably advance equity, diversity, and inclusion
- Demonstrated ability and judgment to identify and implement innovative, even disruptive, changes in policy, programs, practices, and priorities to improve the use of resources relative to organizational goals and values
- Earned reputation for integrity, will hold themselves to the highest ethical standards, and will have enhanced the transparency and accountability of organizations
- Demonstrated expertise in strategy and policy development and implementation
- Experience leading people and managing budgets
- Experience representing a mission-driven, public-service enterprise to external stakeholders
- Expert ability to lead through persuasion, domain expertise, influence, and consensus more than positional authority – and the ability to use positional authority judiciously when required
- Exceptional interpersonal and relationship management skills to develop collaborative and productive partnerships, quickly establishing credibility and effective relationships with a broad range of constituents in a highly decentralized organization
- Success negotiating and implementing initiatives that require collaboration and the ability to manage competing priorities and change
- The capacity to balance the needs of the larger institution with the goals of the campuses and the requirements of faculty
- Leadership experience in an inherently political environment that expects transparency and public accountability
Preferred

- Current or previous experience within the UC system
- Familiarity with a faculty or academic senate
- Understanding of the University of California's role in California's governmental structure, its policy context, and its three-segment system of public higher education
- Passion for finding ways to ensure that UC is as successful as a public research university and benefit to the state in its next 150 years as it has been in its first
- 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

Application Process

The University hopes to complete the selection of its new Provost-EVP during the summer of 2022. Review of candidate materials will begin on May 1, 2022 and will continue until the position is filled. For best consideration, please submit materials by May 25, 2022. The search process is confidential.

Please visit Provost and Executive Vice President Search 2022 for additional information about the search, including guidance on application requirements and access to an application portal.
Inquiries and nominations should be sent to the University's search consultants at Opus Partners:

- **Craig Smith, Partner**
- **Marisea Rivera, Senior Associate**
- **Abigail Maynard, Associate**

Inquires and applications may also go to ucswwprovostevp@ucop.edu.

**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](#))
- **August 2021 Update:** The University of California has issued a policy requiring employees to be fully vaccinated against COVID-19 before physically accessing the University location or programs. Upon hire into a UCOP position, you will be provided detailed instructions on how to comply with this policy including access to the COVID vaccination at no cost. New hires to UCOP who work onsite or will come onsite for any activities at a UCOP or other UC location must comply with this policy within 8 weeks after their start date. The policy allows for employees to request approval for an exception or deferral. (please see [UC COVID-19 vaccine policy](#)).

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. [University of California’s complete nondiscrimination and affirmative action policy](#).
Appendix: Overview of the University

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 includes more than 250,000 students, 200,000 faculty and staff, 60,000 retirees, and some two million alumni. It comprises 10 campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz—all providing world-class educational and research opportunities and generating a wide range of benefits and services that touch the lives of Californians every day. 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 have connections to UC. These companies either market products based on technology developed by the University, were founded by UC faculty or alumni, or are headed by UC graduates.

The research component of UC has pioneered multiple discoveries and advancements in agriculture, medicine, technology, and the environment. UC faculty combine their roles as teachers and mentors with research and scholarship in arts, humanities and social sciences that brings recognition throughout the nation and the world. There are approximately 22,000 faculty members, of whom 59 percent are Academic Senate members. Included among the faculty have been 61 Nobel Prize winners, 67 recipients of the National Medal of Science, 342 members of the National Academy of Sciences, and 179 members of the National Academy of Medicine.

UC's six medical centers (Davis, Irvine, Los Angeles, Riverside, San Diego, and San Francisco) support the research and clinical teaching programs of the University's medical schools. The medical centers provide a full range of health care services in their communities and are sites for the development and testing of new diagnostic and therapeutic techniques. Collectively, these centers comprise one of the largest health care systems in California, and each year experience approximately 167,000 inpatient admissions, 356,000 emergency room visits, and more than 4.5 million outpatient visits. In 2013, UC Riverside School of Medicine was established to address a shortfall of health care professionals in Inland Southern California.
UC directly manages the United States Department of Energy's Lawrence Berkeley National Laboratory (LBNL). Founded on the Berkeley campus in 1931 as an interdisciplinary research center, LBNL presently includes approximately 4,000 staff plus an additional 4,500 guest researchers and has an annual budget in excess of $800 million. In addition, the University shares oversight responsibility for Los Alamos National Laboratory and the Lawrence Livermore National Laboratory.

UC’s Division of Agriculture and Natural Resources (ANR) is the bridge between local issues and the power of UC Research. ANR’s advisors, specialists and faculty bring practical, science-based answers to Californians, provide farmers with scientifically tested production techniques and Californians with increased food safety. ANR has 57 local offices throughout California with 173 advisors, 9 Research and Extension Centers, 8 statewide programs, and 2 institutes. In addition, ANR has 700 academic researchers in 40 departments at 3 colleges and 1 professional school.

The University is governed by a Board of Regents consisting of 26 members, 18 of whom are appointed by the Governor for 12-year overlapping terms. The Board also has 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, two Alumni Regents, and the President of the University. The Chair and Vice Chair of the Academic Senate sit on the board as non-voting members. The Provost-EVP has substantial interaction with the Board of Regents, especially its Academic and Student Affairs committee, and with its individual members.

Systemwide management of the University of California is assigned to the Office of the President (OP) based in Oakland, California. The Office of the President 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 centralized 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.
The Academic Senate carries out shared-governance responsibilities established by the Regents. The Senate is empowered by the Regents to exercise direct control over academic matters of central importance to the University – to determine academic policy, set conditions for admission and the granting of degrees, authorize and supervise courses and curricula, and advise the administration on faculty appointment, promotions, and budgets. The Systemwide Academic Senate and the 10 Divisional Senates provide the organizational framework that enables the faculty to exercise its right to participate in the University’s governance. The faculty voice is formed through a deliberative process that includes the Standing Committees of the Senate, the Academic Council, the Assembly of the Academic Senate, and their Divisional counterparts. Consultation with the senior administration occurs in a parallel structure: at the systemwide level between the Academic Council Chair and the President and the Provost, as well as other senior leaders; and on the campus level between the Divisional Senate Chairs and the Chancellors. The Chair and Vice Chair of the Academic Senate and its systemwide staff reside in the Office of the President, and its executive body, the Academic Council, and systemwide policy committees meet in Oakland.