

Campus Provost and Executive Vice Chancellor

University of California, Santa Cruz

March 17, 2010

Position and Responsibilities:

The University of California, Santa Cruz is seeking a distinguished and inspiring individual to help lead the university in achieving its goals of serving California as a top-ranked research university and leading institution for the education of students — fostering a culture of excellence, inquiry, creativity, diversity, and public service in developing solutions to the world's most critical challenges.

The Campus Provost and Executive Vice Chancellor (CP/EVC) reports directly to the Chancellor, serves as chief academic officer by providing vigorous academic leadership to the entire university, manages the campus budget and day-to-day operations of the campus, serves as a member of the Chancellor's Cabinet, and advises the Chancellor on all campus issues. The CP/EVC serves as the chief executive officer of the university if the Chancellor is unavailable.

The CP/EVC provides leadership in the complex development of long-term academic plans and in the implementation of these plans. In conjunction with the Chancellor, the CP/EVC is responsible for articulating and implementing the campus vision and priorities. The CP/EVC must have an enduring commitment to achieving excellence through diversity of faculty, students, staff and ideas.

Working with a faculty committed to a culture of academic excellence, the CP/EVC has the opportunity to build on UC Santa Cruz's commitment to a personalized, living-learning environment. The CP/EVC is challenged to further expand the diversity of UC Santa Cruz students and employees and to develop and enhance a campus community that values and celebrates the varied contributions of its members. With the CP/EVC's leadership, the campus will face its challenge of changing and diversifying its resource base through more aggressive pursuit of grants and generation of additional private funds.

The CP/EVC's responsibilities include the following:

- Oversees, directs and administers the campus budget under general guidelines from the Chancellor and is responsible for overseeing all campus operations.
- Serves as a liaison to the Santa Cruz Division of the Academic Senate.
- Identifies, nurtures, and grows key research and academic programs for campus investment in cooperation with the Academic Senate
- Works with the academic deans to recruit and retain top faculty and to offer opportunities for faculty development; ensures fair and equitable faculty merit, promotion, and tenure processes; directs the planning, coordination, implementation and review of academic personnel policy.
- Works with the Vice Chancellor for Research to advance the campus' research agenda, to achieve national recognition for research efforts, to enhance the undergraduate and graduate research experience.
- Works with the Vice Provost, Silicon Valley Initiatives to increase partnerships with Silicon Valley as UC Santa Cruz continues to establish itself as the UC campus for the Silicon Valley.
- Works with the Vice Chancellor for Student Affairs on matters related to student success through student support programs, learning experiences, and the vitality and quality of student life.
- Works with the Vice Chancellor for Planning and Budget in conjunction with the academic deans and members of the senior management group in budget planning, fiscal accountability, and general policy development.

Academic and administrative units currently reporting directly to the CP/EVC or jointly to the CP/EVC and the Chancellor include: Academic Affairs; Graduate Studies; Undergraduate Education; Silicon Valley Initiatives; Arts Division; Baskin School of Engineering; Humanities Division; Physical and Biological Sciences Division; Social Sciences Division; Business and Administrative Services; Information Technology Services; Planning and Budget; Research; Student Affairs; University Relations; University Library; Academic Personnel, and CP/EVC immediate office.

Qualifications:

UC Santa Cruz invites applications and nominations of proven academic leaders with substantial experience in providing leadership to both academic programs and operations in a public research university.

The successful candidate must possess the following qualifications and characteristics:

1. Current appointment as a full professor or comparable in the University of California
2. Success leading, managing, and representing academic units outside of personal area of expertise
3. Commitment to and experience working with the Academic Senate
4. Commitment to diversity and community made up of faculty, staff, and students
5. Respect for differences of opinion and points of view and experience and skill in consulting with multiple constituencies including those with whom you disagree
6. Ability to make, implement, and productively communicate reasons for difficult decisions
7. Experience in comprehensive academic planning and understanding its impact on research and undergraduate/graduate students
8. Experience with resource allocation and skill in budget and fiscal oversight
9. Experience with academic personnel processes
10. Skill to supervise and manage senior personnel – hiring, team building, performance management, problem-solving skills

The successful candidate should also possess the following qualifications and characteristics:

11. Preferred experience at dean, vice chancellor, vice provost, or program director level
12. Experience with undergraduate and graduate education
13. Understanding of the research mission of the campus
14. Experience with development/fundraising efforts
15. Experience providing leadership in times of growth and austerity
16. Understanding of higher education in the context of a research university – how political, social, and economic forces shape higher education
17. Experience interacting with the UC Office of the President
18. Understanding of capital projects and skill with other aspects of long-range financial planning
19. Knowledge of the represented employee groups
20. Familiarity with or ability to understand emerging technologies and their implications for academic and administrative functions

UCSC Campus Prospectus:

The University of California Santa Cruz has established a distinctive role in the UC system as a major research university that provides a high-quality living-and-learning experience. UCSC's location on the shores of the Monterey Bay National Marine Sanctuary, and its proximity to Silicon Valley, have fostered excellence in academic programs and research endeavors, and contributed to a culture of interdisciplinary engagement and entrepreneurial partnership.

Founded in 1965, UC Santa Cruz has developed nationally ranked programs across all disciplines, including astronomy and astrophysics, earth sciences, economics, literature, genomics, linguistics, music, and marine sciences. A recent national study ranked UCSC eleventh in the country among public universities for the quality of its research productivity. UCSC's growth in federal research and development expenditures is outpacing its peer institutions: Private research awards surged more than 400 percent since 1996-97, and federal government research awards increased 44 percent in the past five years, during a period of generally flat federal research funding. UCSC showed the fifth-highest growth in federal funds for academic research and development among all universities in the nation from 2001 to 2008.

With talented faculty who honor the campus's enduring commitment to excellence in teaching, UC Santa Cruz demonstrates that cutting-edge research and high-quality teaching are mutually reinforcing, while undergraduates enjoy extraordinary opportunities to participate in faculty research. Total campus enrollment has grown to 16,700 this fall, from fewer than 10,000 a decade ago, and the campus has become increasingly popular and selective.

Chancellor Blumenthal has embraced the principle of "selective investment" to ensure that the best programs remain strong and to find ways to invest in other programs that show great promise. The campus recently adopted a Strategic Academic Plan that articulates a vision for the future that builds on the campus's strengths:

- New general education requirements have revitalized undergraduate education, reflecting the breadth and depth of coursework needed by graduates in the 21st century.
- Graduate programs will continue to grow: Over the past 15 years, UCSC has more than doubled the number of Ph.D. programs offered (and also doubled the number of doctoral degrees awarded), demonstrating the campus's commitment to serve the state of California by preparing future leaders and highly skilled workers.
- The campus will continue to identify, attract, and retain faculty who bring passion and intellect, and who are committed to teaching and research. Underlying program excellence is an outstanding faculty, including 13 fellows of the National Academy of Sciences, 31 fellows of the American Association for the Advancement of Science, and 20 fellows of the American Academy of Arts and Sciences.

To support the campus vision, UCSC is undertaking its first comprehensive capital campaign.

UC Santa Cruz is poised to lead the development of new disciplines that address emerging global challenges, as well as contribute to advancements in established fields. Cross-disciplinary and interdisciplinary endeavors bring together fields like biomedical sciences and engineering, setting the

stage for genome sequencing and other cutting-edge approaches that promote discovery. UCSC's Marine Sciences program brings together a modern marine field station, a public outreach center, and facilities that foster collaboration with partners in education as well as state and federal government agencies. Housed in the Humanities and the Social Sciences Divisions respectively, we also have very successful programs in Feminist Studies and Latin American and Latino Studies (LALS). The newly-built Digital Arts Research Center (DARC) serves as the locus of collaboration for scholars and artists from multiple disciplines in the arts. Proximity to Silicon Valley has spawned a 10-year, \$330 million agreement with NASA--the largest competitive research contract ever awarded by that federal agency to a research university--to advance the campus's plans to develop an ambitious educational live/work community at the NASA Research Park. UCSC also oversees Lick Observatory at Mount Hamilton, a state-of-the-art resource for astronomers and astrophysicists.

The Strategic Academic Plan also articulates a commitment to serving the people of the region, the state, and the world. UC Santa Cruz's first professional school, the Jack Baskin School of Engineering, paved the way for new professional programs. Several areas of strength have been identified for potential professional programs or schools, including schools of management (to be located in Silicon Valley) and education. Growth of professional programs will help the campus achieve its enrollment goal of 15-percent graduate students while helping address the state's need for a more highly educated workforce.

UC Santa Cruz is well-represented on key system-wide initiatives: Chancellor Blumenthal serves as co-chair of the Size and Shape Working Group of the UC Commission on the Future, and he also serves on the Presidential Task Force on Post-Employment Benefits.

Finally, the campus strives to be an inclusive community that fosters open and productive interactions, as well as respect for the environment. Unique among UC campuses, Santa Cruz has appointed two campus diversity officers; an array of diversity programming supports their work. UCSC has also made a commitment to sustainability. Building on its legacy of careful environmental stewardship of its 2,000-acre campus, UCSC is making strides in water and energy conservation, alternative transportation, greenhouse-gas reduction, and "green" dining.

UCSC Facts:

- Total enrollment for fall 2009: 16,763 (15,259 undergraduates: 7,895 men and 8,868 women; 1,504 graduate students).
- UC Santa Cruz offers 62 majors, 35 minors, and 55 concentrations in the fields of Arts, Engineering, Humanities, Physical & Biological Sciences, and Social Sciences. UC Santa Cruz offers graduate study in 33 academic fields.
- Ten residential colleges provide academic support, organize student activities, and sponsor events that enhance the intellectual and social life of the campus, housing students in small-scale residential communities.
- 4,204 employees, including 569 ladder rank/professorial faculty.
- Total campus operating budget: \$530.5 million.