



Campus Provost and Executive Vice Chancellor Position Profile

University of California, Santa Cruz (UC Santa Cruz) invites applications and nominations for the position of Campus Provost and Executive Vice Chancellor (CP/EVC). The University seeks a visionary and innovative academic leader who will partner with Chancellor George Blumenthal to chart a bold future for the University. The successful candidate must have a passion for undergraduate and graduate education, research, and a commitment to environmental stewardship, diversity, and community engagement.

UC Santa Cruz

Founded in 1965, UC Santa Cruz is, today, one of ten public research university campuses within the University of California system. Its main campus sits nestled among the redwoods on 2,000 acres in the Santa Cruz Mountains overlooking the Pacific Ocean and the Monterey Bay and as of fall 2015 is home to 16,230 undergraduate and 1,640 graduate students. UC Santa Cruz provides unparalleled opportunities for students to learn through hands-on experience. Originally envisioned as a showcase for progressive, interdisciplinary undergraduate education at a research university, UC Santa Cruz has earned international distinction as a university with high-impact research and an uncommon commitment to teaching and public service. In its 2015-16 report, the *Times Higher Education* review ranked UC Santa Cruz second in the world for research impact, and *U.S. News & World Report* ranked it as 35th overall among national public universities. Grants and contracts have exceeded \$100M for ten consecutive years, with the University being awarded \$138 million in 2014-15. UC Santa Cruz was named by *Forbes* as one of the world's most beautiful college campuses, alongside universities such as Oxford, Stanford, and Princeton.

UC Santa Cruz is a public university like no other in California, combining the intimacy of a small liberal arts college with the depth and rigor of a major research university. Undergraduates affiliate with small residential colleges throughout their undergraduate careers. Affiliates live in their college's dorms as "first-years" or "frosh," attend a core course offered by and within that college, and receive general education advising there as well. Throughout their UC Santa Cruz careers, students are associated with their college. Upon graduation, the degree is awarded from, and the graduation ceremony is sponsored by, that college.

UC Santa Cruz faculty and students have earned national and international recognition for the quality of their research and teaching. The campus offers undergraduate students 58 majors across a wide range of disciplines and interdisciplinary fields. UC Santa Cruz graduate students earn advanced degrees in 41 programs. They are encouraged to explore the connections between their field and others. Departments are organized within five academic divisions: the Arts, Humanities, Physical and Biological Sciences, and Social Sciences divisions; and the Baskin School of Engineering. UC Santa Cruz's libraries are at the heart of the university; they provide faculty and students state-of-the-art research tools and facilities designed for collaborative learning.

For more information about UC Santa Cruz, please visit <http://www.ucsc.edu/>.

Challenges and Opportunities

The next CP/EVC will have an extraordinary opportunity to implement change and lead the campus on a continued trajectory of excellence and innovation. The next CP/EVC will be expected to focus on the following priorities:

- Serving as the Chancellor's strategic partner and as a leader to engage faculty in the creation of a vibrant academic and research vision for the University that maintains its commitment to student learning and enhances its reputation nationally and internationally.
- Communicating the vision and mission for the University in a way that inspires and energizes internal stakeholders and external partners to advance the interests of the campus.
- Enhancing the University's existing revenue streams, and bringing an entrepreneurial spirit to the creation of new sources of revenue.
- Increasing partnerships, programs and infrastructure as the University continues to establish itself as the UC campus for the Silicon Valley.
- Using skills in organizational design and leadership to ensure that the University's academic, research, and business operations are efficient, well-integrated, adaptable, and effective.
- Providing focused leadership to support student academic needs and protecting the University's unique student-focused identity and environment.
- Continuing and enhancing the University's reputation for and commitment to serving first-generation college students and a diverse student population.
- Fostering a culture that embraces the values of shared governance, collegiality, and transparency.

Points of Pride

Over fifty years after opening in fall 1965, UC Santa Cruz celebrates its internationally recognized scholars and students who work in and across disciplines to create knowledge and challenge the status quo. Some of the University's accomplishments and initiatives include:

Innovative Education – As one of the world's most respected public research universities, UC Santa Cruz offers rigorous academic programs and cutting-edge research opportunities that teach students how to think, not what to think:

- Comprised of 10 distinctive undergraduate colleges, each structured around a unique socio-cultural theme. "Core courses" emphasizing those themes foster a strong sense of community and a common intellectual foundation among students at each college.
- Known for offering hands-on education to undergraduates through programs like the Ecology and Conservation Supercourse, where students learn concepts and field methods and then experience total immersion in field research at the UC Natural Reserves and other natural areas.
- Highlighted as an "up-and-comer" by the *Washington Post*, which cited UC Santa Cruz as one of five U.S. campuses that are a "new breed: young, fast-growing schools that are swiftly ascending into the top rank."
- Recipient of a Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring for the campus' unique Academic Excellence program, which provides comprehensive peer-to-peer mentoring for beginning math and science undergraduates.
- The Hispanic Association of Colleges and Universities designated UC Santa Cruz as a Hispanic Serving Institution (HSI) beginning in 2013. In 2015, the campus received two Title V grants totaling \$3.6 million from the U.S. Department of Education to help increase achievement by Hispanic/Latino undergraduate students.

High-Impact Research – At UC Santa Cruz, world-renowned faculty members work in state-of-the-art research facilities to create an atmosphere of revolutionary discovery:

- The Genomics Institute at UC Santa Cruz is playing a leading role in the promising field of cancer genomics and has published an Ebola genome browser to help global researchers create a vaccine.
- The Center for Agroecology and Sustainable Food Systems is world-renowned for transformative, cutting-edge research on organic farming, food studies, and sustainable agriculture.
- The University is headquarters of the UC Observatories and a managing partner of the world's second-largest ground-based optical telescopes at the W.M. Keck Observatory in Hawaii.
- Home to one of the world's top coastal research centers at Long Marine Laboratory, overlooking Monterey Bay—one of the nation's largest marine sanctuaries.
- The interdisciplinary Digital Arts and New Media program is a nationally recognized center in the Arts for the design and study of digital media and the participatory processes that are transforming cultures, economies, and societies.
- The Center for Games and Playable Media is the largest games-focused research group in North America, and coordinates research spanning Engineering, Arts, Social Sciences and Humanities.
- Recognizing the value of UC Santa Cruz's human health research, funding from the National Institutes of Health to the campus continues to increase, even while NIH's budget has declined more than 20 percent since 2004.

Service to Society – A commitment to environmental stewardship and community engagement is central to UC Santa Cruz's core values and an enduring source of pride for the entire campus:

- UC Santa Cruz ranks fourth among universities whose recent grads work with *City Year*, a national organization that partners with schools to provide tutoring, mentoring, and behavior assistance for more than 150,000 students, helping reduce dropout rates and increase test scores.
- When normalized for the size of the campus, UC Santa Cruz is consistently among the top 10 large universities producing Peace Corps volunteers.
- UC Santa Cruz received the highest score in the Princeton Review's "Green Honor Roll" for its commitment to sustainability in academic offerings, campus infrastructure, activities, and career preparation.
- Proud custodian of five stunning Natural Reserve sites on the Central Coast—from 25 acres on Año Nuevo Island to 4,200 coastal acres in beautiful Big Sur.
- With programs proven to raise college attendance rates among disadvantaged communities, the university's Educational Partnership Center serves thousands of high school students every year.

Faculty honors include:

Award-winning faculty whose honors include the National Medal of Science, National Book Award, MacArthur Award, Franklin Institute Award, and Weldon Memorial Prize.

- National Academy of Sciences – 11 members
- American Academy of Arts and Sciences – 20 fellows
- American Association for the Advancement of Science – 33 fellows
- Guggenheim Fellowship – 7 in the last decade in anthropology, history, physics, poetry, politics, and social documentation
- Packard Fellowship – 6 in the last decade in astronomy and biology

Alumni honors include:

- Six Pulitzer Prizes
- Five MacArthur “Genius” Awards

Alumni in leadership positions:

- William Adams, Chair, National Endowment for the Humanities
- Kevin Beggs, Chairman, Lionsgate Television
- Drew Goodman, Co-founder, Earthbound Farm
- Julie Packard, Executive Director, Monterey Bay Aquarium
- Jonah Peretti, Founder of BuzzFeed and The Huffington Post
- M. Sanjayan, Lead Scientist, The Nature Conservancy
- Kathy Sullivan, NOAA Administrator
- Susan Wojcicki, CEO, YouTube

UC Santa Cruz is ranked:

- 2nd in the world for research influence in 2015-16 *Times Higher Education* rankings, as measured by how often UC Santa Cruz faculty’s published work is cited by scholars.
- 1st in the nation for the publication impact of the computer engineering Ph.D. program, by the National Research Council.
- 1st in the nation by BestColleges.com for the degree programs, scholarships, and other support the campus provides Hispanic students.
- 5th in the nation on Affordable Colleges Online’s list of the 20 Best Colleges for Computer Science Majors and included in their 20 Best Schools for English Majors.
- 7th in the nation by the Center for Public Anthropology for the number of times social sciences faculty are cited in news media in relationship to the federal research support they receive.
- 7th in the nation on *College Factual’s* top 10 list of the country’s best colleges for film majors.
- 8th on Princeton Review’s list of the Top Graduate Schools for Video Game Design for 2014.

Position Summary

The Campus Provost and Executive Vice Chancellor reports directly to the Chancellor, serves as chief academic officer by providing vigorous academic leadership to the entire campus, manages the campus budget and day-to-day operations, 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 campus if the Chancellor is unavailable.

The CP/EVC provides leadership in the 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, including an enduring commitment to achieving excellence through diversity of faculty, students, staff and ideas.

Working with a faculty committed to a culture of excellence in teaching and research, the CP/EVC has the opportunity to build on the UC Santa Cruz 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 increasing and diversifying its resource base through more aggressive pursuit of grants and generation of additional private funds.

The CP/EVC leads a complex organization comprised of both academic, administrative and support units. 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; Campus Life; Student Success; University Relations; University Library; Academic Personnel; and the CP/EVC immediate office.

Position Responsibilities

The CP/EVC is the highest decision-making authority, below Chancellor, on the UC Santa Cruz campus and responsibilities include:

- 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 and international recognition for research excellence, and to enhance the student research experience.
- Works with academic and administrative leadership to increase partnerships in Silicon Valley as UC Santa Cruz continues to establish itself as the UC campus for the Silicon Valley.
- Works with academic and administrative leadership 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.
- Provides UC "system-wide" committee service as required.

Qualities and Characteristics

The successful candidate will possess national or international distinction as a scholar, researcher/practitioner, and educator with the accomplishments expected for appointment as a tenured full professor at the University of California. The CP/EVC must also exhibit substantial demonstrated administrative leadership for both academic programs and operations in a research university or comparable setting.

The following qualifications and characteristics are preferred for the CP/EVC position:

- Appreciation for the mission and responsibilities of a university serving a multi-ethnic state and a demonstrated commitment to diversity.
- Demonstrated ability to communicate effectively with administrators, faculty, students, and staff in an environment of shared governance.
- Experience with resource allocation and skill in budget and fiscal oversight.
- Ability to make, implement, and productively communicate reasons for difficult decisions.
- Success leading, managing, and representing academic units outside of personal area of expertise.

- Respect for differences of opinion and points of view and experience and skill in consulting with multiple constituencies including those with whom you disagree.
- Experience in comprehensive academic planning and understanding its impact on research and undergraduate/ graduate students.
- Experience with academic personnel processes.
- Skill to supervise and manage senior personnel – hiring, team building, performance management, problem-solving skills.

Additional important skills, qualifications, and characteristics are:

- Experience at dean, vice chancellor, vice provost, or program director level.
- Experience with undergraduate and graduate education.
- Understanding of the research mission of the campus.
- Experience with development/fundraising efforts.
- Experience providing leadership in times of growth and austerity.
- Understanding of higher education in the context of a research university-how political, social, and economic forces shape higher education.
- Experience interacting with the systemwide offices and officers if previously part of a multi-campus institution.
- Understanding of capital projects and skill with other aspects of long-range financial planning.
- Knowledge of the represented employee groups.
- Familiarity with or ability to understand emerging technologies and their implications for academic and administrative functions.

Application and Nomination Process

Applications will be accepted until the position is filled; however the Search Committee will begin to screen applications immediately. Applications should include a letter of interest and a current curriculum vitae. Submission of materials electronically is strongly preferred. Nomination letters should include the name and contact information of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted to:



Alberto Pimentel, Managing Partner
 Storbeck/Pimentel & Associates
 6512 Painter Avenue
 Whittier, CA 90601
 Email: apsearch@storbeckpimentel.com
 Refer to code "UCSC-CPEVC" in subject line

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. UC Santa Cruz is committed to excellence through diversity and strives to establish a climate that welcomes, celebrates, and promotes respect for the contributions of all students and employees.