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*Chair of the Assembly of the Academic Senate  
Faculty Representative to the Regents  
University of California  
1111 Franklin Street, 12th Floor  
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October 29, 2019

**REGENT ELLIOTT, CHAIR SPECIAL COMMITTEE,  
Via ANNE SHAW  
SECRETARY AND CHIEF OF STAFF TO THE REGENTS**

**Re: Criteria for Selection of the President**

Dear Regent Elliott,

At its last meeting, the Academic Council discussed and amended the March 13 2013 Criteria for Selection of the President of the University. The attached document includes Council's suggestions.

In addition, the Academic Council has asked for transparency on the role and actions of the firm selected to carry out the search for the next president of the University of California, particularly with regard to the University's commitment to diversity, equity, and inclusion. We should like to know how the search firm will shape the parameters of the search, how it will recruit and compile potential candidates, how—or whether—it will be involved in the ranking of actual and potential applicants, and how the firm will interact with the UC Regents and any other bodies beyond the search committee. We also request that the search firm provide aggregated demographic data for both the potential and finalized applicant pools for this search. Finally, before the solicitation of applicants, Academic Council should like to meet senior representatives of the search firm to discuss the Criteria and related issues.

We, along with other university constituencies including the Board of Regents, view the search for a new UC President as critical for the university as it moves forward. We ask for transparency, as outlined above, in order to build strong lines of communication and mutual accountability in the search process.

I also include a letter from the UC Committee on Affirmative Action, Diversity, and Equity (UCAADE) requesting that the Presidential Search incorporate diversity statements from candidates. This is in keeping with requirements for Senate faculty and with best practices for advancing equity and inclusion.

Thank you for your time and consideration. Academic Council looks forward to faculty participation, through the Academic Advisory Committee, in this important search. Please feel free to contact me should have any questions or concerns.

Sincerely,

Handwritten signature of Kum-Kum Bhavnani.

Kum-Kum Bhavnani, Chair  
Academic Council

Encl.

cc: Academic Council

## **Academic Council October 2019: Amended Criteria for Selection of the President**

SPECIAL COMMITTEE TO CONSIDER THE SELECTION OF A PRESIDENT March 14, 2013

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

The Committee presents the following from its meeting of March 13, 2013

### CRITERIA FOR SELECTION OF THE PRESIDENT OF THE UNIVERSITY

#### **LEADERSHIP**

The President of the University of California must be a visionary leader who has demonstrated the highest levels of scholarly achievement and exhibits the judgment, creativity, and courage to enhance the quality and reputation of the University as one of the preeminent public research universities in the world. The UC President must have an extensive background in Higher Education, ideally at a public land-grant institution, along with a deep commitment to public education, excellence in research, graduate studies, and related aspects that make the University of California a world renowned university. It is essential that the President understand that diversity, and the promotion of diversity in its many different forms, is key to furthering the excellence of the University of California.

The President represents the University in its role as an international, national, and state exemplar in the education policy arena. The President will inspire public support of the University in its three missions of education, research, and public service, and demonstrate a commitment to excellence, diversity and inclusion, affordability, and accessibility. To provide this leadership, the President must have the academic reputation, alongside scholarly, research and leadership experience to command the respect of all the constituencies that comprise the University: its faculty, undergraduate and graduate students, and staff. The President must understand and have demonstrated support for outstanding scholarship and possess the highest intellectual capacity; have extraordinary communication skills; exhibit courage and the leadership qualities necessary to instill the highest ethical standards and conduct throughout the University; have the experience and reputation to command the respect of all the University's constituents; and maintain energy, enthusiasm, and stamina to advocate for and lead the University of California. The new President will have the capacity to empower change; have the ability to listen to those affected and make a decision; and the dexterity to identify a path forward and motivate others to follow. The President will have a vision for where the University is going, including, but not limited to, interdisciplinary curricular innovations; shifting global contexts; application and uses of new and emerging technologies; social, economic, political, educational, environmental, and health challenges. The new President will be the face of the University and a strong spokesperson who will explain to all Californians how the University promotes the social, political, and economic vibrancy of the State.

#### **MANAGEMENT**

The quality and complexity of the university, a multi-dimensional, public research, land-grant institution which includes ten campuses, five academic medical centers, the management of three distinguished national laboratories with a unique mission, and an agricultural division with

operations in all 58 counties in California, requires a President who has the ability to attract and retain an exceptional, dedicated, and ethnical management team whose members come from prestigious careers in both the public and private sectors. The President must have a clear understanding of the workings of shared governance with the UC Academic Senate, and demonstrate management skills in consulting with and, leading all stakeholders. The President will develop and implement, through extensive consultation, long-range plans and policies and build teams across the University system, including the National Laboratories. The President should have a proven ability and commitment to attract, promote, maintain, and support staff, as demonstrated by leadership of an organization with best practices in recruitment, retention, and financial support for staff professional development. The President will exhibit comprehension of the financial complexities of Higher Education, the magnitude of the University's financial environment, and be able to utilize the resources available to the University effectively and efficiently. The President should advocate for public higher education by engaging legislators and the public in a renewed belief that the cost of higher education is a societal responsibility -- a common good -- not a private commodity. The President must work with the CSUs and Community Colleges to restore a strategic vision for the public mission and funding of higher education within the state of California. This will involve committing to budgetary transparency and prioritizing the task of restoring public funding rather than private fundraising and commercial contracts. This includes indomitable advocacy for increasing financial support by the state; innovations in private fundraising and creative revenue generation; formation of administrative and educational delivery efficiencies; and many other solutions to maintain the mission and excellence of the University of California. The President must be innovative in private fundraising and creative revenue generation, administrative and educational delivery, and many other solutions in order to maintain the mission and excellence of the University of California. The ability to provide an affordable education for students within this overall financial environment is a critical component. To provide management excellence, the President must inspire, mobilize, and consult effectively with the chancellors, faculty, students, staff, and alumni; guide the accurate allocation of authorities and responsibilities between the campuses and the Office of the President; be committed to the University's tradition of shared governance with the Academic Senate; have respect for the collective bargaining process; and execute timely and full consultation on issues of concern to the Regents while recognizing the appropriate division of authority between the Board of Regents and the administration.

## **EXPERIENCE**

These necessary academic, leadership and management skills will be most effective in a President who has demonstrated superior intellectual achievement and leadership in higher education; who understands and upholds the land-grant mission and shared governance of the University of California; who has extensive experience and demonstrated success interacting with state and federal governments and is able to establish effective relationships with external constituents vital to the University including the Governor, the Legislature, federal officials, government agencies, public policymakers, and California's business community; who has the ability to increase public and private funding for the University; who has served as an effective representative and speaker in a variety of public settings; who has the ability to communicate effectively with the public and the media, the capacity to inspire all of UC's internal constituent groups, the political acumen to develop, sustain, and encourage effective working relationships with the Regents, policymakers, the press, and stakeholder groups, including those who may oppose or be critical of administrative actions, and the intellectual stature to command the respect of the faculty, students, and staff who make up the vibrant and diverse community that is the University of California.



UNIVERSITY COMMITTEE ON AFFIRMATIVE ACTION, DIVERSITY,  
AND EQUITY (UCAADE)  
Mona Lynch, Chair  
lynchm@uci.edu

ACADEMIC SENATE  
University of California  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

October 22, 2019

**KUM-KUM BHAVNANI, CHAIR  
ACADEMIC COUNCIL**

**Re: UCAADE's Recommendations regarding the UC presidential search process**

Dear Kum-Kum,

I am writing on behalf of the University Committee on Affirmative Action, Diversity, and Equity (UCAADE) to provide input into the upcoming presidential search process. The members of UCAADE share the search committee's concern with identifying and recruiting an outstanding leader to succeed President Janet Napolitano. As part of the commitment to excellence at the UC, we must appoint leaders who exemplify and advance the core UC mission to enhance diversity, equity and inclusion (DEI) in its myriad operations. This includes enhancing diversity, equity and inclusion in research, education, administration, and serving the state of California, as delineated in University of California Regents Policy 4400.

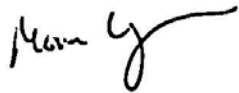
To ensure that these values play a central role in the appointment process, we strongly urge the search committee to adopt best practices in assessing candidates' qualifications in enhancing DEI, akin to the practices now used in making faculty appointments on the UC campuses:

- 1) We recommend that all who are under consideration be required to submit a statement on diversity, equity, and inclusion as part of the required materials. The statement should articulate an awareness and understanding of diversity, equity and inclusion; provide details of previous and current activities and contributions that enhanced diversity, equity and inclusion in an organizational setting; and provide a specific, concrete plan for enhancing diversity, equity and inclusion at the University of California as President.
- 2) We recommend the search committee develop a rubric or other systematic assessment process by which to evaluate candidates' diversity statements in regard to candidates' prior record in enhancing diversity, equity and inclusion, and their potential to do so if appointed as President.
- 3) We recommend the committee further assesses the diversity, equity and inclusion criteria as part of the on-site interview process. The committee should weigh the DEI assessments in its

final appointment recommendation, and articulate how recommended candidate(s) will incorporate this mission goal in the leadership activities.

We hope these recommendations are helpful as you proceed on this critically important search process.

Sincerely,

A handwritten signature in black ink, appearing to read "Mona Lynch", with a stylized flourish extending to the right.

Mona Lynch  
Chair, UCAADE

cc: Hilary Baxter, Academic Senate Executive Director  
UCAADE Members