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Approved

SPECIAL COMMITTEE TO CONSIDER THE SELECTION OF A PRESIDENT  
January 17, 2008

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

The Committee presents the following from its meeting of January 9, 2008

CRITERIA FOR SELECTION OF THE PRESIDENT OF THE UNIVERSITY

LEADERSHIP

The President of the University of California must be a visionary leader with the judgment, creativity, and courage to enhance the quality of the University as one of the preeminent universities in the world. Who will be a national and state leader in the education policy arena, and who will inspire public support of the University in its three missions of education, research, and public service and has demonstrated a firm commitment to diversity and affordability. To provide this visionary leadership, the President must have the highest intellectual capacity; extraordinary communication skills; be of the highest ethical and moral standards, and exhibit the leadership qualities necessary to instill ethical standards and conduct throughout the University; the experience and repute that commands the respect of all the University's constituents; and limitless energy and enthusiasm, courage, and stamina. The President should be decisive, with the ability to listen to those affected and then make a decision, and be able to lead and have others follow. He or she should have a vision for where the University is going (e.g., global innovations, social, economic, and health challenges) as well as the ability to be the face of the University and to explain to all Californians why the University is important.

MANAGEMENT

The quality and complexity of the University, a multi-dimensional, land-grant institution which includes ten campuses, five academic medical centers, the management of three national laboratories, and an agricultural division with operations in all 58 counties in California, requires a President who has the ability to attract and retain a highly-skilled, dedicated and ethical management team, and in a cooperative team environment to develop and implement long-range plans and policies and to team build across the University system. The President should have a proven ability and commitment to attract, promote, maintain, and support staff, as demonstrated by leadership of an educational organization with best practices in recruitment, retention, and financial support for staff professional development. The President needs to have a comprehension of the magnitude and complexity of the University's financial environment and effectively and efficiently be able to utilize the resources available to the University. To provide management excellence, the President must understand the importance of and be able to work effectively with the faculty, staff, students, and alumni; understand the balance between the autonomy of the campuses and the authority of the Office of the President; be committed to the

University's tradition of shared governance; and be committed to 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 leadership and management skills will be most effective in a President who has demonstrated an ability to anticipate and direct change; who has experience interacting successfully with both state and federal government and is able to establish effective relationships with the Governor, the Legislature, federal officials and all government agencies important to the success of the University, as well as with other public policy makers and California's business community; who has the ability to increase public and private funding for the University; who has been an effective representative and speaker in a variety of public settings and who has the ability to communicate with the public, the Legislature, and the media; who has experience in an environment of similar complexity to that of the University of California system, its missions, and constituents; who has the political acumen to develop, sustain, and encourage effective working relationships with the Regents, policymakers, the press, and stakeholder groups; and who has the intellectual stature to command the respect of the faculty.