

**UNIVERSITY OF CALIFORNIA PRESIDENTIAL SEARCH
ALUMNI ADVISORY COMMITTEE
MARCH 7, 2013**

The Alumni Advisory Committee met on March 7, 2013 in order to review the relevance of the proposed draft of the criteria to be used in the hiring of a new president for the University of California. We also discussed and have commented upon some of the attributes our Committee would like to see in a new President. The meeting took place at the Office of the President in Oakland and was attended by the following Committee members:

Mark Bertelsen, UC Santa Barbara and UC Berkeley
Karen Leong Clancy, UC Berkeley
Jack Krouskup, UC Santa Barbara
Greg Mickelson, UC Irvine
Matthew Newsome, UC San Diego
Jerry Ruiz, UC Santa Cruz
Randy Schnack, UC Los Angeles
John Skhal, UC San Francisco
Mary Schuler, UC Riverside
Ron Rubenstein, UC Santa Barbara and UC Berkeley, Chair and Regent

Also present and assisting the Committee were Ken Feingold, Regent-Designate, Van Schultz, Regent-Designate, John Valva, Executive Director for Alumni and Constituent Affairs at UCOP and Pauline Metzgar, Constituent Relations Specialist at UCOP.

While no votes were taken, the comments below reflect, in almost all cases, the unanimous views of the Committee members.

There are over 1.7 million living graduates of the University of California. Alumni are the University's largest constituent body - larger, in fact, than the number of faculty, students, parents and staff combined. UC alumni have excelled in all fields of endeavor and, in many cases, are leaders in their communities. Collectively and individually, they project the University's excellence and are its leading advocates, supporters and champions.

Alumni expect the University's Regents, executive leadership, and particularly, the President, to steward the excellence of our alma mater, cultivate students as future alumni and both protect and advance the value of our degrees.

The Alumni Advisory Committee is grateful for the opportunity to provide insights on this very important search for the next President of the University of California.

While it is hard to disagree with the criteria used in 2008, that criteria fail to convey any real sense of priority. To be most informative and useful, the published criteria should, in some way, emphasize or highlight those specific job skills which our President must possess in order to be the outstanding leader we all seek. The proposed criteria do not identify and/or focus on those particular job skills that, in 2013, the new President must have if the University is to continue to thrive and excel in today's economic, political and social climate. In addition, the criteria do little to identify and address the particular and unique challenges that the University currently faces.

The following are our general comments regarding the proposed criteria and some of our expectations of our next President:

1. Given the slow but apparently inevitable long term decline in state support for the University of California, we need to emphasize the requirement that the new President be equipped to lead a major, long term campaign designed to make the University significantly less dependent upon state funding sources. We need to substantially enhance our philanthropy campaign with particular emphasis on alumni and the corporate world. At the same time, we must convince and persuade the business community of the benefits to be derived from investment in and support for the UC system.
2. We need someone who will embrace the opportunity to be bold and transformational. To maintain our leading role and keep us competitive, our President must be someone who is willing to explore new ways of doing things and not be a prisoner of the past. The President must do more than just keep the University on its present course. The President must have a vision of what the future will look like and must plot a course that ensures that we continue to thrive and excel in both the short term and the long term. For example only, on-line education must be vigorously pursued in order to maximize its potential both in terms of cost savings and in terms of finding more effective way of educating. Our leadership must constantly be searching for ways to take advantage of new technologies in teaching, in research and in operating the University, as such technologies develop.
3. Similarly, we suggest including more active terminology in the criteria. For example, instead of using passive phrases such as "understanding" and "comprehending" the University's structure and needs, the criteria might state that the President should "inspire, stimulate, create and prepare" UC for the future. Similarly, the tone of the criteria should better encapsulate today's sense of urgency for leading innovation and change.
4. The criteria should state that a strong business background, with particular experience with complex businesses, is essential.
5. Our President should have inexhaustible energy, personal charisma and contagious passion for UC's mission and commitment to excellence.
6. The President must be someone who can identify and engage with our students and understand the financial, social and economic realities that many of them presently face.
7. The President should honor and foster the University's commitment to diversity.

8. Our criteria should place greater emphasis on the international role played by the University. We are a world class, world wide public research university with an increasingly global student population. We need to be global in our reach and in our thoughts and actions.

We also note that we were somewhat puzzled by the lack of a more specific job description and recommend that the Special Committee consider its value.

In addition, the criteria should address one concern of great, specific and unique importance to the Alumni. The President must recognize that the University's over 1,700,000 alumni are an incredibly powerful but a significantly underutilized resource. The Alumni Advisory Committee hopes that the new President would work with us to devise and implement a strategy to tap into this potential. The full power of our Alumni, as both advocates and donors, must be mobilized. Furthermore and in order to maximize the full benefit that the University could derive from its Alumni, the next President must devise and implement a strategy designed to better and more accurately inform the Alumni as to the true state of affairs at the University. Far too many alumni are under-informed or misinformed about matters of great importance to the University (e.g., too many over-paid administrators.) As its largest and only permanent constituency, the Alumni should be among the University's strongest partners and its best informed and most outspoken advocates.

The Alumni Advisory Committee has also identified four particular areas where we have specific expectations of the next President. First, the next President must be a great communicator and possess exceptional interpersonal skills. He or she will be the public face of the University and, whether dealing with the press, business groups, the Governor, legislators, students or the public in general, must be able to forcefully, articulately, concisely and, most important, persuasively spread the message of the University.

Second, the next President must understand and be adept and skillful in the world of public policy and politics. Far more than in the past, the President must personally deal with politicians, political issues and the world of politics.

Third, the next President must be able to continue and even accelerate all efforts to run the University as a lean and efficient economic enterprise. As a critically important corollary, the President must directly confront the long and widely held belief, particularly among our Alumni and other natural supporters, that the University is burdened with administrative bloat. More than anything else, we, as alumni leaders, are constantly told by other alums that the University has too many administrators who are paid too much. They further say that the University is not a good steward of public funds and that it does not need and is not worthy of further support from either taxpayers or donors. It is absolutely imperative that this perception be directly addressed.

If this perception is true, then the new President must have the courage and skill to make the difficult changes necessary to make the University as streamlined and

economically efficient as possible. If it is not, then the new President must take the lead and effectively dispel the myth of administrative bloat.

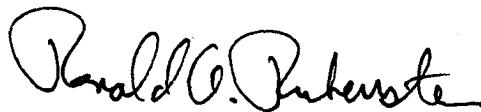
Finally, given the huge budgetary strain which will almost certainly continue well into the future, everything is about efficiency, cost-saving and metrics. When we speak of shortening time to graduation, reducing the cost of education, transforming the way we educate with on-line education and the like, we fear that there is one thing that easily could, but absolutely cannot, be lost. That one thing is the commitment to quality and excellence which are the single most important defining and distinguishing characteristics of the University of California. Our next leader, in his or her drive to be more efficient and economical, must be vigilant to ensure that we constantly strive to maintain and enhance the excellence for which the University is known. Since quality is not particularly subject to measurement or metrics and its decline is often not readily apparent until after the fact, the President must ensure that quality is preserved and enhanced.

We also offer a couple of comments more generally related to the hiring of a new President. The Committee strongly feels that the search should not be limited to those who come from academia. Given the size and complexity of the University and the number of challenges that it faces, we should be open to a new leader whose primary background is in the business world or government. The candidate must have appropriate appreciation and regard for the academic community and the role that research plays, recognizing that a top-notch research faculty is the engine that attracts the top students, allows the investment in valuable infrastructure and justifies a large population of high performing staff (workers to administrators). The chosen leader must work collaboratively with the Academic Senate; however, we should not be afraid to hire someone who comes from either private industry or government.

In addition, we recognize that compensation is an incredibly sensitive issue. However, the University, in this day and age and within reason, needs to hire the most qualified candidate available. Doing so will require a competitive, market-based compensation package. While it may be politically incorrect to use State money to do so, we believe, with one exception, that the use of "private" money, as has been done with the hiring of our most recent Chancellors, may be necessary and would be appropriate.

We look forward to our meeting with the Special Committee tomorrow and, after making our presentation, addressing your questions. We thank you, in advance, for your consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ronald G. Roberts". The signature is written in a cursive, flowing style with a large initial "R".