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SPECIAL COMMITTEE TO CONSIDER
THE SELECTION OF A PRESIDENT
March 6, 2003

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
For the meeting of March 19, 2003

The Special Committee recommends that The Regents adopt the following criteria for selection of a President of the University:

LEADERSHIP

The President of the University of California must be a visionary leader with the creativity and courage to maintain the quality of the University as one of the preeminent universities in the world, who is firmly committed to the multiethnic diversity and equal opportunity throughout the University, 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. 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.

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. 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 with and who enjoys dealing with Washington and state 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 been an effective representative and speaker in a variety of public settings; who has experience in an environment of similar complexity to that of the University of California system, its missions and constituents; and who has the intellectual stature to command the respect of the faculty.