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Senior Vice President, External Relations and Communications
Position Description

March 2021



CONFIDENTIAL POSITION SPECIFICATION

Position	Senior Vice President, External Relations and Communications
Institution	University of California
Location	Oakland, California
Reporting Relationship	This position reports to the President of the University of California, Dr. Michael V. Drake, MD
Website	https://www.universityofcalifornia.edu/ https://www.ucop.edu/external-relations-communications/index.html



ABOUT THE UNIVERSITY OF CALIFORNIA

The University of California (UC) is a premier institution of higher education and is recognized nationally and internationally for excellence in teaching, research and public service. The UC system of 10 campuses, six medical centers and three affiliated national laboratories, with an operating budget totaling \$41.6 billion in 2020-21, serves more than 280,000 students, employs about 227,000 faculty and staff, and includes 2 million alumni living and working around the world.

The University of California opened its doors in 1869, with regional and gender inclusivity as founding hallmarks. For more than 150 years, UC has expanded the horizons of what we know about ourselves and our world. UC campuses are routinely ranked among the best in the world, having reach and impact that extend beyond campus borders.

UC students, faculty, staff, health practitioners and alumni exchange ideas, make advancements and unlock the secrets and mysteries of the universe every day. They engage national, state and local governments; serve California schools and colleges; protect the environment; provide high-quality health care; and push the boundaries of space.

From all backgrounds, ethnicities and incomes, UC attracts the world's best and brightest. UC undergraduates come from all over California, and they work hard to make it to college. In fact, 37 percent of UC students come from low-income families.

UC's faculty and graduate students are the drivers behind innovations in biotechnology, computer science, art and architecture—and they bring that knowledge, that greatness, directly to the classroom.

University of California Health is the largest academic health system in the country with an annual operating revenue of \$14.2 billion in 2019-2020. More than 1.8 million people receive health care through UC facilities. The economic impact of the health centers to the state of California is greater than \$36 billion. Its mission of public service includes delivery of health care to all and provides more than \$1.4 billion in community benefit and another \$1 billion in uncompensated care. The research engine of UC Health Sciences is formidable with one in seven grants from the National Institutes of Health going to UC health center/campus in addition to research grants from private and philanthropic sources. The UC health enterprise also trains half the physicians in California each year.

Thousands of California jobs, billions of dollars in revenues, and countless everyday household items — from more plentiful fruits and vegetables to compact fluorescent light bulbs — can be traced back to UC discoveries. Similarly, many of the state's leading businesses are based on UC technology, founded by our faculty or led by UC graduates.

Besides world-class classrooms and labs, UC has dozens of museums, concert halls, art galleries, botanical gardens, observatories and marine centers — academic resources, but also exciting gathering places for the community. Another half million people benefit from UC Extension's continuing education programs and from Cooperative Extension's agricultural advice and educational programs located throughout the state.

UC's Mission

"The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge. That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge."



The University's fundamental missions are teaching, research and public service.

We teach — educating students at all levels, from undergraduate to the most advanced graduate level. Undergraduate programs are available to all eligible California high-school graduates and community college transfer students who wish to attend the University of California.

Instructional programs at the undergraduate level transmit knowledge and skills to students. At the graduate level, students experience with their instructors the processes of developing and testing new hypotheses and fresh interpretations of knowledge. Education for professional careers, grounded in understanding of relevant sciences, literature and research methods, provides individuals with the tools to continue intellectual development over a lifetime and to contribute to the needs of a changing society.

Through our academic programs, UC helps create an educated workforce that keeps the California economy competitive. And, through University Extension, with a half-million enrollments annually, UC provides continuing education for Californians to improve their job skills and enhance the quality of their lives.

We do research — by some of the world's best researchers and brightest students in hundreds of disciplines at its campuses, national laboratories, academic health centers and other research facilities around the state. UC provides a unique environment in which leading scholars and promising students strive together to expand fundamental knowledge of human nature, society, and the natural world. Its basic research programs yield a multitude of benefits for California: billions of tax dollars, economic growth through the creation of new products, technologies, jobs, companies and even new industries, agricultural productivity, advances in health care, improvements in the quality of life. UC's research has been vital in the establishment of the Internet and the semiconductor, software and biotechnology industries in California, making substantial economic and social contributions.

We provide public service — which dates back to UC's origins as a land grant institution in the 1860s. Today, through its public service programs and industry partnerships, UC disseminates research results and translates scientific discoveries into practical knowledge and technological innovations that benefit California and the nation.

UC's agricultural extension programs serve hundreds of thousands of Californians in every county in the state.

Open to all Californians, UC's libraries, museums, performing arts spaces, gardens and science centers are valuable public resources and community gathering places.

The University's active involvement in public-school partnerships and professional development institutes help strengthen the expertise of teachers and the academic achievement of students in communities throughout California.

Diversity at the University of California

Equity, diversity, and inclusion are key components of the UC's commitment to excellence and integral to enhancing the ability of the University to accomplish its academic mission.

UC was founded with the purpose of making higher education available to all California citizens — and fulfilling that purpose requires that it cultivate a community reflective of the richness and diversity of the state. Everyone in the university community has the right to work and study in an inclusive environment, one that respects the diversity of all its members. Moreover, the academic excellence of UC is fed by a plurality of ideas and perspectives.



To review the University of California Diversity Statement, see:
<https://regents.universityofcalifornia.edu/governance/policies/4400.html>;
<https://diversity.universityofcalifornia.edu/>



PRESIDENT MICHAEL V. DRAKE



In August 2020, Michael V. Drake, M.D. became the 21st president of UC's world-renowned system of 10 campuses, six academic health centers, three nationally affiliated labs, more than 280,000 students and 230,000 faculty and staff.

Dr. Drake previously served as president of The Ohio State University (OSU) from 2014 through June 2020. Prior to his six years at OSU, his entire academic career has been at UC, including as chancellor of UC Irvine for nine years from 2005 to 2014 and as the systemwide vice president for health affairs from 2000 to 2005.

Drake received his A.B. from Stanford University and his residency, M.D., and fellowship in ophthalmology from UCSF. He subsequently spent more than two decades on the faculty of the UCSF School of Medicine, including as the Steven P. Shearing Professor of Ophthalmology.

Under his leadership, Drake greatly enhanced UC Irvine's reputation as a premier university. UC Irvine rose to join the top 10 public universities in U.S. News & World Report's annual list and was ranked by Times Higher Education as the No. 1 university in the U.S. under 50 years old. During his tenure at the campus, the four-year graduation rate increased by more than 18 percent, while undergraduate enrollment and diversity significantly increased. In addition, Drake oversaw the establishment of new schools of law and education as well as programs in public health, nursing and pharmacy.

Drake has published numerous articles and co-authored six books. He served as a reviewer for several medical journals, including the Journal of the American Medical Association, Investigative Ophthalmology and Visual Science and the American Journal of Ophthalmology. Drake is a member of several national scientific and scholarly societies, and has received various awards for teaching, public service, mentoring and research. He is a member of the National Academy of Medicine and the American Academy of Arts and Sciences. He received the UCSF School of Medicine's Clinical Teaching Award, the Hogan Award for Laboratory Research, the Chancellor's Award for Public Service, the Martin Luther King Jr. Award for University Service, the UC Irvine Medal, and the University of California Presidential Medal in recognition of his exemplary service to the University.

Drake's extensive public service experience includes various roles for the American Medical Association, the National Eye Institute, the Association of American Medical Colleges, and multiple commissions on health in the state of California. He is a former chair of the board of directors of the Association of American Universities and currently serves as a member of the board of directors for the Association of Public and Land-grant Universities. He is also the chair of the board of governors of the National Collegiate Athletic Association, a member of the American Talent Initiative Steering Committee, and a member of the board of directors of the Rock and Roll Hall of Fame.



OFFICE OF THE PRESIDENT

The UC Office of the President (UCOP) (www.ucop.edu), located in Oakland, CA is the systemwide headquarters of the University of California, managing its multi-billion-dollar financial, investment and business operations and supporting the academic, research and public service missions across its 10 campuses, 3 national laboratories, and 6 academic health centers. President Michael V. Drake assumed responsibilities in August 2020 as the 21st president of the University of California.

UCOP supports campuses and students through system-wide funding and programs and in certain areas of policy and strategy. It provides centralized labor relations and legal services. And it promotes the well-being of its diverse and large workforce through benefits and retirement programs. UCOP coordinates activities that allow a complex and unique system to operate efficiently as one enterprise, furthering its public interest, academic and research missions. It oversees and manages programs that serve the entire University system, allowing campuses to capture the savings and efficiencies that come from centralized operations.

UC Office of the President is comprised of the following divisions, departments, and functions:

- **Academic Affairs** – departments include Academic Personnel and Programs, Graduate Undergraduate and Equity Affairs, Institutional Research and Academic Planning, Research and Innovation
- **Agriculture and Natural Resources** – focus and functions includes 4-H Families, Agriculture and Pest Management, Environment and Natural Resources, Food and Health, Innovation and Economic Development, Yard and Garden
- **Chief Financial Officer** – departments include Budget Analysis and Planning, Capital Asset Strategies and Finance, Financial Accounting, Procurement Services, Risk Services
- **Ethics, Compliance and Audit Services** – functions includes Compliance, Audit, Investigations, and Universitywide Policy Office
- **External Relations and Communications** – departments include Alumni Engagement, Executive Communications and Engagement, Federal Governmental Relations, Institutional Advancement, Internal Communications, Legislative Analysis, Marketing Communications, State Government Relations, Strategic Communications and Media Relations, University of California Health Communications
- **Systemwide Title IX Office** - assists in implementing systemwide initiatives and best practices in harassment prevention and response. We also provide investigative support and develop and deliver education and training to Title IX offices and other university partners involved in preventing and responding to sexual harassment and sexual violence.
- **UC Investments** - functions include Investment Funds, Investment Reports, Investment Policies, Sustainable Investment
- **UC Legal** – department practice groups include Benefits, Business Transactions, Construction, Education Affairs, Construction, Education Affairs, Health Affairs, Intellectual Property and Innovation, Laboratory Affairs, Labor and Employment Benefits, Land Use and Environment Health and Safety, Litigation, Nonprofit Organizations and Charitable Giving, Procurement, Public Accountability and Governance, Real Estate, Trusts and Estates, Technology and Research
- **UC National Laboratories** - provide contract management and oversight of three U.S. Department of Energy (DOE) national laboratories: Lawrence Berkeley National Laboratory and ensure UC obligations for the LLCs that operate Los Alamos National Laboratory and Lawrence Livermore National Laboratory.



- **UC Operations** – departments include Energy and Sustainability, Systemwide Human Resources, Information Technology Services, Operational Services, Strategy and Program Management Office,
- **University of California Health** – functions include Academic Health Sciences, Center for Data-driven Insights and Innovation, Global Health Institute, Quality and Population Health, Self-Funded Health Plans, Student Health and Counseling Strategy Planning and Public Policy, Systemwide Operations (Leveraging Scale for Volume)

BOARD OF REGENTS

The UC is governed by the 26-member Board of Regents, which exercises approval over university policies, financial affairs, tuition and fees. The board appoints the university President and its principal officers. 18 regents, appointed by the Governor, serve 12-year terms. The Board also appoints one student member appointed by the Regents for a one-year term, and seven ex-officio members, including the Governor, Lieutenant Governor, Speaker of the Assembly, Superintendent of Public Instruction, President and Vice President of the Alumni Associations of UC, and the President of the University. In addition, two faculty members, the chair and vice chair of the systemwide Academic Senate sit on the board as non-voting members.

ACADEMIC SENATE

Shared governance with the Academic Senate is one of the distinctive features of the UC. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence. The faculty, through the Academic Senate, advise the Board of Regents and the administration on the development of policies and procedures that will enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight. The relationship between the Academic Senate and the administration, both systemwide and on the campuses is a partnership that brings faculty into decision making processes at the formulation stage. The structure of the Academic Senate, and the identity of its principal standing committees, evolves from the authorities and responsibilities delegated to the Senate by the Board of Regents. The organizational structures of the divisional senates on each of the campuses generally parallel the organization of the systemwide Senate.

More about the University of California can be learned at <https://www.universityofcalifornia.edu/>; <https://www.ucop.edu/uc-mission/>; <https://www.universityofcalifornia.edu/uc-system/leadership/>; <https://www.ucop.edu/>; <https://regents.universityofcalifornia.edu/>; <https://senate.universityofcalifornia.edu/>

SENIOR VICE PRESIDENT, EXTERNAL RELATIONS AND COMMUNICATIONS

KEY RESPONSIBILITIES

The Senior Vice President of External Relations and Communications (SVP) provides UC-wide leadership in strategic communications, government relations, marketing, and public affairs as well as in fosters relationships and partnerships with key constituencies such as policy makers, industry leaders, state and federal sponsors and partners, and alumni.. The position will report to



UC President Michael V. Drake, MD, and is a member of his senior leadership team. The SVP excels as an inclusive and forward-looking leader.

In addition, the Senior Vice President will:

- Develop, integrate and execute successful public relations, governmental relations and media relations strategies which support the research, education and public service missions of the UC campuses, academic health centers and national laboratories.
- Work with University executive leaders to cultivate and strengthen relationships with state and federal government legislators, agencies, alumni, donors, campuses, the UC Board of Regents and other internal and external audiences.
- Oversee and manage a robust issues management operation; establish processes and procedures that will enable “early warning” of potential crisis and other issues that could impact the University, the system-wide reputation of its campuses, academic health centers or national laboratories and establish strategies to mitigate reputational damage.
- Develop strategies for addressing crisis and other issues management; and build best practices to ensure consistent approach for managing media events, including proactive and reactive media relations. Serve as a senior advisor to the President on crises and work with the senior leadership team to manage them.
- Advise the President and his executive team, the UC Board of Regents and UC campuses, academic health centers and national laboratories executive leaders on best practices to favorably influence the University system image, individual campus brand images and how to support reputational themes and minimize reputational risks.
- Develop and implement an integrated communications strategy across marketing communications, digital communications, executive communications, internal communications, and media relations.
- Oversee the management of the system-wide UC brand and direct large-scale marketing campaigns to build public awareness of and support for UC’s value and its impact on the lives of people in California and beyond.
- Serve as a senior advisor to the President on a wide range of issues, including long-range planning, development and implementation of programs designed to enhance understanding of the University among public and private constituencies.
- Monitor issues and areas which affect higher educational institutions and oversee teams that monitor and advocate for state and federal legislative proposals which may impact the University.
- Establish overall strategy for advocacy on UC’s overall State and Federal funding and other priority issues, creating and leveraging partnerships and collaboration opportunities on behalf of the University, involving faculty, researchers and other internal resources, as well as alumni and supporters of the University.
- Serve as a key partner and influencer on philanthropic efforts and programs, working with campus and UCOP leadership.
- Oversee the following UCOP units: Strategic Communications and Media Relations; Executive Communications and Engagement; Marketing Communications; Internal Communications; Institutional Advancement; Constituent Engagement; University of California Health Communications; Federal Governmental Relations; State Governmental Relations; and Legislative Analysis.
- Develop, maintain, and enhance collaborative strategic relationships with key executive



leaders in UCOP as well as with administrative and academic leadership throughout the UC system that enables establishing robust, coordinated external relations and communications strategies that effectively support the various constituencies across the university system at the campuses, academic health centers, and national laboratories.

- Cultivate, champion, embody, embrace and support diversity, equity, inclusion and a sense of belonging, demonstrate empathy and respect for all people inclusive of differences and promote fairness and equity.

REQUIRED QUALIFICATIONS

- Demonstrated expertise and experience in external relations and/or communications serving as a successful spokesperson for a large, complex and high-profile organization communicating executive initiatives and decisions.
- Demonstrated success developing, integrating and executing public relations, governmental relations and media relations strategies.
- Proven track record as a relationship manager who effectively leads crisis management and communications that successfully mitigates reputational damage.
- Demonstrated experience successfully advising and coaching executive leadership on communication-related issues, and navigating multiple internal and external constituencies in support of organization's reputational themes.
- Demonstrated ability to build trust and credibility by exhibiting judgment, tact, diplomacy and the sophisticated political acumen necessary to advise and collaborate with executive leadership throughout the organization.
- Demonstrated ability to think strategically and serve as a thought partner to executive leaders, assess short-term and long-term business challenges, identify opportunities, and recommend strategies to accomplish organizational objectives.
- Demonstrated exceptional interpersonal and relationship management skills to develop collaborative and productive partnerships, and act as a team player in all circumstances by contributing to the successful outcome of initiatives, accountabilities, and operations of others.
- Demonstrated ability to effectively lead in a diverse, mission-driven environment with a variety of different constituencies.
- Proven track record as an inclusive and forward-looking leader; proven team building and people management experience leading a diverse functional team in a matrixed organizational structure with local and remote teams.
- Expert written, verbal, and presentation skills; including the ability to communicate clearly, logically, persuasively, and with appropriate sensitivity while maintaining trust and strong working relationships with internal and external stakeholders.
- Outstanding judgement, impeccable integrity; a transparent and honest style that embodies the University's values.
- Enthusiasm for challenges and a strong desire to ensure a high level of excellence in achieving the University's legislative and communications priorities.

PREFERRED QUALIFICATIONS



- 10+ years of experience in communications, media relations, public affairs, government relations or similar with a background in implementing earned, owned, and paid media strategies on behalf of large organizations or high-profile individuals.
- Demonstrated expertise and experience in both external relations and communications.
- Knowledge of California state and federal political landscape and deep experience with the governmental affairs process; a comprehensive, nuanced understanding of California political dynamics.
- Possesses and cultivates a robust network among key stakeholder groups including state, regional and local media; state, local and federal policymakers and other influencers.
- Firm understanding of the issues and challenges impacting major public research university systems, higher education, research, and health care in California and nationally.
- Familiarity with philanthropy and advancement development needs of higher education institutions.
- Advanced knowledge of the University of California, its achievements, mission, vision, goals, objectives, programs, policies and infrastructure.
- Experience as an advisor and thought partner to an executive level organizational leader, a political leader, or a high-profile principal; and is accustomed to the pace of a large, complex organization.
- Experience working in diverse, public research, postsecondary academic institution; academic health center; government; research organization; or other regulated environment of similar complexity.
- Demonstrated success working in complex organizational structures, constant change, and managing multiple and sometimes conflicting stakeholder agendas.
- Demonstrated agile thinker who adapts and enables change when and how situations or environment requires it.
- Demonstrated management and coaching skills to motivate and drive results among a large and diverse team of communications and/or government affairs professionals.
- Demonstrated success leading, developing, or participating in initiatives and programs that support the representation and inclusion of underrepresented groups; and that positively impact organizational values, culture, employment practices, and reward structures.
- Recognizes the value and importance of a workplace and a workforce that embrace, support, and promote broad and inclusive diversity in talents and backgrounds at all levels of the organization.
- Demonstrates inclusivity: listens to, supports, and includes people at all levels of an organization, and with diverse perspectives and backgrounds.
- Demonstrates expert interpersonal skills to interact effectively and develop and maintain respectful and productive working relationships with an array of diverse individuals and constituencies.
- Demonstrates self-awareness, and active commitment and engagement with others to enhance equity, diversity, and inclusion in decisions and actions.



SPECIAL CONDITIONS OF EMPLOYMENT

- Work hours beyond the standard 8:00 a.m. – 5:00 p.m. work day;
- Travel (inside and outside of normal business hours) required;
- Successful completion of a background check;
- Financial disclosure requirements of the California Reform Act of 1974;
- Annual disclosure of outside professional activities;
- Mandatory trainings as required by the University of California

EDUCATION

An earned baccalaureate degree is required; an advanced degree is preferred.

COMPENSATION

Competitive with other public university executive level positions within California. Salary will be commensurate with experience.

TO APPLY

Reviews of candidate materials will begin immediately, and the position will remain open until filled. For best consideration, please submit materials by March 31, 2021. Salary will be commensurate with experience.

Candidates are welcome to apply at <https://kfopportunities.loop.jobs/job/Korn-Ferry-Executive-Search-Oakland-CA/143737778>.

Confidential inquiries, applications, and nominations should be sent to Chantelle Tolliver at chantelle.tolliver@kornferry.com.



CONTACT INFORMATION

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Equity, diversity, and inclusion are key components of The University of California's commitment to excellence. Thus, teaching, research, professional, and public service contributions that promote equity, diversity, and inclusion are encouraged and given due recognition in the evaluation of each candidate's qualifications. To review the University of California Diversity Statement, see: <https://regents.universityofcalifornia.edu/governance/policies/4400.html>
<https://diversity.universityofcalifornia.edu/>

The Office of the President seeks to create, reflect and maintain a diverse, productive, equitable and inclusive community committed to the University of California's academic mission and to its core values: integrity in its work, respect for one another, accountability for its public resources, and excellence in its service to the University and to the State. As a member of Senior Management, the SVP cultivates, champions, embodies, embraces and supports diversity, equity, inclusion and a sense of belonging. The SVP demonstrates empathy and respect for all people inclusive of differences, and promotes fairness and equity.

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. For the University of California's complete nondiscrimination and affirmative action policy, please visit this website: <http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>.