



# Berkeley

UNIVERSITY OF CALIFORNIA

## Vice Chancellor for Equity and Inclusion

Diversity, equity, inclusion, belonging, and justice (DEIBJ) principles are core to the type of institution that the University of California, Berkeley, aspires to become. As Berkeley strives towards the ideals of an inclusive, uplifting, anti-racist, and justice-centered campus during this unprecedented time in higher education and in the world, the University seeks a collaborative, solutions-oriented leader and accomplished visionary to serve as the next Vice Chancellor for Equity and Inclusion.

### ABOUT THE UNIVERSITY

The University of California, Berkeley, pushes the boundaries of knowledge, challenges convention, and expands opportunity to create the leaders of tomorrow. Founded in 1868, Berkeley is one of the leading universities in the world—a center of innovation and destination for thought leaders in all areas of human achievement—where serious thought and lively conversation spill out of classrooms into outdoor cafes and every corner of campus.

Home to more than 31,000 undergraduates and more than 11,000 graduate students, Berkeley is internationally renowned for excellence and pioneering achievements across all disciplines. At the heart of its preeminence are approximately 1,500 ladder-rank faculty across 14 schools and colleges. Berkeley's professors are highly distinguished researchers, scholars, and leading experts in their fields, as attested by their many Nobel Prizes, other distinguished awards, and memberships in the most prestigious learned societies. Thirty-four percent of Berkeley faculty identify as women and eleven percent are from underrepresented groups. The campus is supported by nearly 9,000 talented and diverse staff. Fifty-eight percent of Berkeley staff identify as women and 24 percent are from underrepresented groups.

Berkeley launched a new [strategic plan](#) in 2018. The plan addresses three main areas of focus for the next decade: Empowering Engaged Thinkers and Global Citizens to Change Our World; Focusing on the Good: Innovative Solutions for Society's Great Challenges; and Embracing the California Spirit: Diverse, Inclusive, Entrepreneurial.

### BERKELEY QUICK FACTS

- #1 public university in global rankings by *U.S. News & World Report* 2020, and #4 overall among public and private institutions
- The University offers more than 10,000 undergraduate and graduate courses in more than 300 degree programs, and it ranks second among the top Ph.D.-granting institutions in the U.S.
- More than 1,500 faculty across more than 130 academic programs and 80 interdisciplinary research units

- 23 faculty Nobel Prize winners, including 8 current faculty members, 15 National Medals of Science, 6 Pulitzer Prizes, 5 A.M. Turing Prizes, 3 Fields Medals, 144 National Academy of Sciences members, 239 American Academy of Arts and Science fellows, 108 Fulbright Scholars, and 145 Sloan Fellows
- 30 men's and women's teams, 850+ student-athletes
- 530,380 living Berkeley alumni

## DIVERSITY, EQUITY, AND INCLUSION

UC Berkeley is committed to providing fair treatment, access, opportunity, and advancement for all. This commitment—which is at the heart of Berkeley's mission as a public university—is also a continuation of the University's historical role in advancing principles and policies for a democratic society. Situated in Berkeley, CA, and the San Francisco Bay Area, where diversity, equity, and inclusion are tangibly valued and visible each day, the campus is rightfully proud of the full spectrum of its diversity, encompassing differences in race, ethnicity, national origin, religion, gender and gender identity, age, sexual orientation, disability, socio-economic status, political or academic interests, and many other dimensions.

Berkeley's [principles of community](#) are rooted in its mission of teaching, research, and public service. They reflect a passion for critical inquiry, debate, discovery, and innovation, and the University's deep commitment to contributing to a better world. Every member of the UC Berkeley community has a role in sustaining a safe, caring, and humane environment in which these values can thrive.

## DIVISION OF EQUITY AND INCLUSION

The Division of Equity and Inclusion (E&I) provides leadership and accountability to address systemic inequities for all members of UC Berkeley through engaged research, teaching, and public service, and by expanding pathways for access and success and promoting a healthy and engaging campus climate. The Division delivers a range of direct service, programmatic support, advice and consultation across all campus communities including faculty, graduate and undergraduate students, staff, and post-doctoral fellows. Division leadership and staff lead, guide, and support change through bringing a DEIBJ lens to the work on initiatives, committees, and task forces. More information about this work can be viewed [here](#).

The E&I Division has a diversified and decentralized budget portfolio of over \$25 million, 58% of which is from campus and state funds, 31% is from federal and state public service grants, and the remaining 11% is from philanthropy and private grants. This budget supports more than 150 full- and part-time professional staff who are employed in the Division, as well as about 250 part-time student employees. The Division offers a range of programs including staff diversity formal collaborations with People & Culture, the Othering & Belonging Institute, the American Cultures Engaged Community teaching program, the Basic Needs Center, and other programs serving a broad array of constituencies. A complete listing of programs and reporting units may be found at the [E&I website](#).

## THE VICE CHANCELLOR FOR EQUITY AND INCLUSION

Among many campus DEIBJ priorities, the next Vice Chancellor for Equity and Inclusion (VCEI) will advance Berkeley's public mission and goals of becoming a Hispanic-Serving Institution (HSI) and an anti-racist campus by boldly establishing new paradigms and implementing strategies and tactics that further embed diversity, equity, inclusion, belonging, and justice practices into the fiber of the Berkeley campus. The VCEI will work at the system, campus, divisional, and local levels to create a powerful vision for the campus, as well as a shared sense of responsibility for DEIBJ among stakeholders, with the aim of positively impacting

the recruitment, retention, and experience of faculty, students, and staff, as well as the overall campus climate in the near and long term. The VCEI will be a visionary and strategic changemaker who is ready to take on opportunities and challenges in a complex environment.

In collaboration with Cabinet-level colleagues, the VCEI will articulate a strategy and vision for advancing and scaling campus-wide diversity, equity, inclusion, belonging, and justice initiatives throughout the campus; and foster and leverage relationships and lead a cross-functional team of dedicated professionals in meeting the University's diversity and equity goals. The VCEI will work with colleagues across the campus to translate and embed current research on DEIBJ into practices that transform the thinking, culture, and outcomes that meet our public mission goals.

As a member of the Chancellor's Cabinet, the VCEI will work directly with campus governing bodies and academic departments and units in providing leadership in support of goals that target a full range of DEIBJ work among students, faculty, staff, and the larger community. The VCEI will work with colleagues and stakeholders to constructively challenge and address institutional culture, policies, and practices that hinder progress on meeting our public mission goals. The VCEI will also lead Berkeley's efforts to cultivate financial and other resources to support effective programs and initiatives that advance the campus's DEIBJ goals.

## **OPPORTUNITIES AND CHALLENGES**

The incoming VCEI will lead a vibrant division that impacts the lives and experiences of the full Berkeley community – students, faculty, staff, alumni, and the outside world. Berkeley has one of the three largest Equity and Inclusion divisions in the country, whether measured by the number of units, full-time employees, or total budget oversight. The size brings tremendous financial, leadership, and operational complexity and introduces significant opportunities and challenges in line with Berkeley's mission as one of the leading public institutions in the nation.

The next Vice Chancellor will lead efforts in the following areas, among others:

- ***Creating a robust and compelling campus-wide DEIBJ vision.*** The next VCEI will lead strategic visioning, planning, and coordination efforts as the portfolio of the division is refreshed and as Berkeley seeks to become an anti-racist campus and to achieve the designation as a Hispanic-Serving Institution (HSI) by 2027. Positioning Berkeley to continue to be a thought leader in DEIBJ work post-pandemic, the VCEI will work collaboratively to lead a cross-campus and intersectional team to co-construct a strong, campus-wide DEIBJ vision and approach that is visionary, innovative, practical, and measurable.
- ***Providing organizational development and strategic leadership for decentralized DEIBJ efforts.*** The VCEI will act as the campus's Chief Diversity Officer and support and empower the work of over 30 dedicated academic and administrative department-level chief diversity officers (CDOs) across the campus. The VCEI will provide leadership and direction on a new framework for implementing and scaling DEIBJ throughout the University. Working in a decentralized, co-governance environment, the VCEI will lead organizational change, create transparency in reporting, define shared metrics, apply tracking mechanisms of progress, review policies through an equity lens, and advise campus leadership on the best practices in achieving greater efficiency and shared ownership of this transformative DEIBJ journey.

- **Strengthening partnerships across the campus:** The important work of co-creating a campus environment where equity, inclusion, belonging, and justice are foundational values and practiced by all members of the community requires partnership. The VCEI will partner with other key constituents across campus to continue to build an inclusive environment. This includes working with academic units (provost, academic senate, Faculty Equity & Welfare, Academic Planning, Undergraduate Education, Graduate Division) and administrative units (People & Culture, Student Affairs, Enrollment, and University Development and Alumni Engagement, among others). The VCEI will also serve on key committees that inform policies and structures that support engagement of diverse constituent groups and consider the impacts of decisions on underserved, underrepresented, and protected class groups on campus.
- **Championing DEIBJ work and supporting underrepresented groups:** The VCEI will be an advocate and courageous leader who challenges the status quo, champions those whose voices and perspectives have been marginalized, and models restorative practices of healing and justice. The VCEI will hold the campus, the Division, and campus partners accountable for providing programs, resources, and services that lead to academic access, opportunities, and success for students; remove institutional barriers to pathways toward leadership and advancement opportunities for staff; reimagine equitable structures, inclusive design, and transformative academic structures with faculty; and strive to close opportunity and access gaps for marginalized groups.
- **Expanding financial and personnel resources:** For the Division to realize its potential reach and impact across the University and beyond, the VCEI will play a leadership role in generating and strategically allocating resources to support the programs, initiatives, research, and people that strive to make a difference. The VCEI will play a leadership role in strategic advancement work, engaging actively and regularly with prospective donors, foundations, grant-making bodies, and corporate partners interested in supporting DEIBJ initiatives at Berkeley. The VCEI will also work to ensure that resources are allocated in a manner that activates the DEIBJ goals of the campus in bold and powerful ways.

## DESIRED QUALIFICATIONS AND CHARACTERISTICS

The successful candidate may be an administrator, faculty member, practitioner, thought leader, and/or scholar. This search is open to all professional and educational backgrounds. Ideally, the successful candidate will have a terminal degree and an accomplished record of deep engagement with issues of diversity, equity, inclusion, and belonging in a complex environment. In addition, candidates should have many of the following professional qualifications and personal characteristics:

- Authenticity, Commitment, and Achievement in DEIBJ
  - A body of professional knowledge and experience around diversity, equity, inclusion, belonging, and justice, as well as a track record of impact and accomplishment in advancing this work in intersectional ways.
  - A drive to achieve groundbreaking results relative to institutional equity, access, inclusion, and diversity issues in a resource-challenged context.
  - Readiness to lead innovative approaches to experimentation, learning, and continuous improvement.
  - Ability to develop and move discrete initiatives forward while maintaining a focus on larger strategic goals.

- Accountability to follow through on commitments and ability to hold others accountable in the teamwork of creating and building a diverse, equitable, and inclusive campus climate.
- Collaboration and Communication
  - Demonstrated success in collaborating effectively across multiple units, ideally in a shared governance setting.
  - A transparent communication style that earns trust and builds credibility.
  - Strong storytelling abilities with passion for serving as a voice for marginalized groups.
  - Ability to articulate a clear, compelling, and inspiring vision and engage the community in achieving it.
  - Ability to listen, hear, recognize, and assess pressing needs, and respond to students, faculty, administration, and staff.
- Internal and External Leadership
  - A record of leadership in an environment of change with a skillset in organizational management and change management.
  - An inspirational and resilient leader who is energized by the work.
  - Ability to represent the University externally with state and national political leaders and with donors, thought leaders, and other stakeholders in Berkeley's extended community.
- Administrative Effectiveness
  - Experience leading and guiding programs, initiatives, and people in structures related to DEIBJ initiatives.
  - The ability and demonstrated experience with leading a team from vision to implementation.
  - Capacity to foster, among a highly committed equity and inclusion team, a culture that values self-examination, quality improvement, strategic thinking, mission-aligned planning, data-driven analysis, and the continuous pursuit of excellence.
- Interpersonal Effectiveness
  - An energetic leader with the ability to inspire, empower, and influence the campus community.
  - An approachable manner that welcomes engagement with students, staff, faculty, and other constituents from a variety of communities.
  - A passionate, driven advocate knowledgeable about how to support and promote social justice.
  - Ability to navigate difficult conversations and situations with diplomacy with a variety of colleagues at different levels.
  - Strong emotional intelligence, people-centeredness, and the ability to empower others effectively.

## STUDENT ACHIEVEMENTS AND OUTCOMES

Berkeley admits 18% of its undergraduate applicants. The campus attracts a [diverse student body](#); roughly 22% of enrolled undergraduate students are from underrepresented groups (African American 4%, Chicana/Latina 18%, and Native American/Alaska Native <1%). Approximately 15% percent of graduate students are from underrepresented groups (African American 5%, Chicana/Latina 9%, and Native

American/Alaska Native <1%). Twenty nine percent of undergraduate students come from families in which neither parent has a four-year college degree. More than two-thirds of undergraduates (68%) receive some form of financial aid, and 26% of all undergraduates are eligible for Pell Grants. Berkeley also enrolls over 2,000 transfer students each year, 89% of whom come from California community colleges, who collectively increase the diversity and intellectual breadth of the University. All students benefit from access to a world-class, diversifying faculty: the student-to-faculty ratio is roughly 19:1, and around 73% of undergraduate classes have fewer than 30 students.

Students at UC Berkeley are civically active and engaged, and their vast interests are reflected in the wide range of clubs and student organizations. The campus offers more than 1,200 student clubs and organizations, from student government to advocacy groups to public service organizations. The Associated Students of the University of California and the Graduate Assembly are the official representative bodies for students at Berkeley; they are highly active organizations whose impact and involvement on student issues set the standard for campuses across the nation. Berkeley also has a thriving Greek life with dozens of fraternity and sorority chapters including several that serve historically underrepresented groups. The California Golden Bears, Berkeley's athletic teams, compete in the Pac-12 Conference. Cal fields 30 men's and women's teams and has more than 850 student-athletes; the University has won more than 95 national championships.

UC Berkeley also stands apart for its strong tradition in activism, progressive ideals, and public service. The history of protest dates back to the 1920s, when faculty fought for a greater degree of shared governance, and continued during student protests against fascism in the 1930s and through organizing during the Cold War. The spirit of protest reached a pinnacle during the Free Speech Movement of 1964, when students and faculty protested limitations on their political activities on campus. This paved the way for future engagement around social issues such as gender equality, disability rights and disability culture, and reform of academic curriculum to include ethnic studies. The UC Berkeley community has also maintained a global orientation and dedication to public service: Berkeley has produced the most Peace Corps volunteers—more than 3,600—of any university, and the UC Berkeley Public Service Center engages roughly 6,000 students each year as volunteers in the community.

## SHARED GOVERNANCE

The Berkeley Division of the Academic Senate represents Berkeley faculty in the shared governance of the University of California. As mandated by the Board of Regents, the faculty is empowered to determine academic policy, set conditions for admission and the granting of degrees, authorize and supervise courses and curricula, and advise the administration on faculty appointments, promotions, and budgets. This delegated authority makes the UC Academic Senate unique among faculty governments. The Berkeley Division formulates positions on campus and system-wide issues through a deliberative process that includes standing committees, Divisional Council, and plenary meetings of its Senate membership. Senate leaders also consult regularly with their administrative counterparts and serve with administrators, students, and staff on topic-specific task forces.

The spirit of shared governance on campus also extends to the Berkeley administration's work with students and staff. While student leadership on key issues can emerge from every corner of the campus, the Associated Students of the University of California and Graduate Assembly are the official representative bodies for students at Berkeley.

Staff are similarly engaged in various ways with issues facing the campus. The Chancellor's Staff Advisory Committee exists to ensure that the University's leaders receive input from staff on issues, policies, and programs that affect the staff experience. The campus is also home to the Berkeley Staff Assembly, which is part of the Council of UC Staff Assemblies (CUCSA), the system-wide body representing staff interests.

## LEADERSHIP

[Carol T. Christ](#) began her term as the 11th chancellor of the University of California, Berkeley, on July 1, 2017. A celebrated scholar of Victorian literature, Chancellor Christ is also well known as an advocate for quality, accessible public higher education, a proponent of the value of a broad education in the liberal arts and sciences, and a champion of women's issues, equity of experience, inclusion, and belonging on college campuses. She spent more than three decades as a professor and administrator at UC Berkeley before serving as president of Smith College, one of the country's most distinguished liberal arts colleges, from 2002 to 2013. Prior to joining Smith, she served as UC Berkeley's Executive Vice Chancellor and Provost from 1994 until 2000. During her six years as the campus's top academic officer, she sharpened Berkeley's intellectual focus, strengthening many of the institution's top-rated departments in the humanities and sciences as well as advancing major initiatives in areas including neuroscience and bioengineering.

She returned to Berkeley in January 2015 to direct the campus's Center for Studies in Higher Education, and she was appointed Interim Executive Vice Chancellor and Provost in April 2016 before being named Chancellor in March 2017. Since returning to Berkeley, Chancellor Christ has played an instrumental role in efforts to stabilize the institution's budget, confront sexual violence and sexual harassment on campus, create a long-term plan for housing students and scholars, and more.

Chancellor Christ received her B.A. from Douglass College and her M.Ph. and Ph.D. from Yale University. She joined the Berkeley English faculty in 1970 and, in addition to her other roles, has served as chair of that department, dean of the Division of Humanities, and Provost for the College of Letters and Science. She is a member of the American Academy of Arts and Sciences and the American Philosophical Society.

## PHILANTHROPY

In February 2020, the University publicly launched [Light the Way: The Campaign for Berkeley](#). With a goal to raise \$6 billion to strengthen its students, faculty, and facilities and to reach greater heights as the research university of the future, Light the Way is the most ambitious campaign in its history and one of the largest campaigns ever mounted by a university. As of January 2021, the campaign has raised over \$4 billion during the quiet phase and first year of the public phase.

## LOCATION

Located on the east shore of the San Francisco Bay across from the cosmopolitan and stunning city of San Francisco, Berkeley is considered one of the most socially progressive cities in the United States, famous around the world as a center for academic achievement, scientific exploration, free speech, technology, and the arts. Home to over 112,000 residents, nearly 40,000 of whom are attending school, Berkeley is home to one of the best-educated populations in the country. The high value residents place on education translates to strong support for Berkeley's public and professional schools.

UC Berkeley is the largest employer in the city, followed by [Lawrence Berkeley National Laboratory](#), [Alta Bates Summit Medical Center](#), and the City of Berkeley.

The city leads the East Bay in the creation and support of music, theatre, and dance, and the supply of cultural opportunities makes Berkeley a destination for music, theatre, and art fans from all over the Bay Area. Berkeley is home to 130 arts and cultural organizations, including two arts districts. The Berkeley Civic Arts Program supports this vibrant arts ecosystem.

Berkeley's citizens are very involved and invested in the well-being of their community. More than 35 boards and commissions allow residents to advise City Council on everything from aging to zoning. Public transportation is robust, every Berkeley resident lives within a quarter mile of a bus stop, and there are more than 36 miles of designated bike routes through the city.

Berkeley enjoys more than 300 days of sun each year, allowing residents and visitors to attend festivals, farmer's markets, and enjoy the more than 80 acres of state park within city limits. Berkeley also borders the 2,077-acre Tilden Park, and is in close proximity to many other state parks.

## APPLICATION PROCESS

For best consideration, please send applications (CV and letter of interest) to the search consultants below:



Ruth Shoemaker Wood, Partner  
Maureen Alphonse-Charles, Managing Director  
Lindsay Allison, Senior Associate  
Storbeck Search  
[UCBViceChancellorEI@storbecksearch.com](mailto:UCBViceChancellorEI@storbecksearch.com)

Inquiries about the position and nominations of candidates can be directed to the search consultants at the email address above.

*The University of California, Berkeley, is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to the achievement of diversity. 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 complete University of California nondiscrimination and affirmative action policy see: <http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>.