The Opportunity

The University of California San Diego (UC San Diego) has attained remarkable success in the fifty years since its founding. A student-centered, research- and service-oriented public university, the university notes among its distinctions the more than $1 billion in federal support of research in 2012, placing it sixth in the nation among all research universities both public and private. It is ranked 15th in the world in the 2012 Academic Ranking of World Universities by the Center for World-Class Universities at Shanghai Jiao Tong, and its School of Medicine ranks 15th in research-intensive programs among 126 medical schools. The campus has grown to accommodate almost 30,000 students, boasts more than 150,000 alumni, is located in the heart of San Diego’s biotech industry on the Torrey Pines mesa, and benefits from its leadership role in the University of California, one of the world’s great educational institutions. The university is highly committed to providing access to a first-rate education to first-generation students and to the social mobility that is achieved through an exceptional education.

The campus is home to Scripps Institution of Oceanography, an internationally acclaimed leader in climate, earth and atmospheric sciences, the UC San Diego School of Medicine, UC San Diego Health Systems’ two medical centers (La Jolla and Hillcrest), and to many highly ranked academic programs across other disciplines. The campus’ impact on the community and state is deep and wide-ranging: UC San Diego’s faculty, staff, and alumni have started 646 companies, including many of the region’s biotech and technology firms; have served in leadership positions in the preforming and visual arts; and have won recognition ranging from Tony Awards and Pulitzer Prizes to MacArthur Fellowships. The campus houses and has a long-term agreement with the renowned La Jolla Playhouse, and has many other collaboratory or joint academic appointment arrangements with entities near the campus.

Expanding across 1,200 acres of coastal property, UC San Diego houses some of the finest examples of modernist architecture of the last hundred years. From the first building designed by famed San Diego modernist Irving Gill on the Scripps Institution of Oceanography campus (1910) to William L. Pereira’s spaceship-like Geisel Library (1970) to the curves and angles of the Wagner Dance Studios (1997), this evolution of the campus design firmly reflects the university’s dedication to innovative architecture. In more recent years, sleek designs in sophisticated materials – like NBBJ’s futuristic glass-and-steel Atkinson Hall (2005) and Conrad Prebys Music Center (2009) – exemplify the synergy between science and architecture and reaffirm the university’s commitment to green design.

UC San Diego, a member of the prestigious Association of American Universities, now seeks a vice chancellor for advancement to lead its development and alumni relations efforts into the next era.

The new vice chancellor will join UC San Diego at a most propitious moment. Under the leadership of its new chancellor, Pradeep Khosla, the university is currently in the final stages of developing the first strategic plan in its history. This effort will identify key priorities that will directly inform the design and execution of a major, university-wide campaign. As the senior advancement official, the vice chancellor will have broad-ranging authority to shape, build, and
oversee a development team backed by campus leaders aligned in support of the strategic planning initiatives.

UC San Diego’s most recent campaign totaled more than $1 billion of support, and the next effort is anticipated to outstrip that very significant outcome. With a history of entrepreneurship on the part of its faculty and other academic leaders and an alumni body growing in size, impact on society, and personal wealth, UC San Diego is confident in its capacity to generate philanthropic support at the highest level.

To lead this successful program to new levels of attainment, the vice chancellor will be an experienced leader of people and programs and will have a proven record as an organization builder who maximizes existing talent and attracts and retains fundraising and advancement professionals. He or she will possess a track record of increasing experience within a complex, highly productive environment, preferably in higher education. Experience at the leadership level in a campaign of significant size and complexity is required, as is a successful record as a major- and principal-gift fundraiser. The vice chancellor will oversee an organization that will build the donor pipeline, continue the recent advances in alumni and constituent engagement, and will have an outstanding ability as a strategist at the prospect, operational, and institutional levels.

UC San Diego’s new vice chancellor will join one of the world’s most accomplished universities at a moment when new leadership and a new strategic plan combine to provide the most fertile possible field for engagement with its many friends, prospects, and donors. Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section entitled “Procedure for Candidacy.”
UC San Diego is an academic powerhouse and economic engine, recognized as one of the top ten public universities by U.S. News and World Report. Innovation is central to who we are and what we do. Here, students learn that knowledge isn’t just acquired in the classroom – life is their laboratory.

The UC San Diego campus (www.ucsd.edu) is located near the Pacific Ocean on 1,200 acres of coastal woodland in La Jolla, California. UC San Diego’s rich academic portfolio includes six undergraduate colleges, five academic divisions, and five graduate and professional schools. The university’s award-winning scholars have been recognized by election to the National Academies and selection for the Nobel Prize, Kyoto Prize, National Medals of Science and Technology, and other international awards. Campus faculty are experts at the forefront of their fields with an internationally known record for achieving scientific, medical, engineering, and technological breakthroughs.

U.S. News and World Report ranks UC San Diego as the eighth best public university in the nation. Many of the departments and programs on campus have also been ranked in the top ten and top twenty in recent national surveys. The university has reached a level of excellence by attracting top-level faculty and students whose entrepreneurial spirit allows multidisciplinary scholarship and research to flourish. UC San Diego, the region’s largest employer based in San Diego County, is an integral member of the larger San Diego community, collaborating with academic, cultural, and research organizations as near as its own backyard (Salk Institute for Biological Studies, The Scripps Research Institute, and the Sanford-Burnham Medical Research Institute), and as far-flung as the other side of the globe.

Mission and Values
UC San Diego will transform California and a diverse global society by educating; generating and disseminating knowledge, creative works, and cures; and engaging in public service. To foster the best possible working and learning environment, our university strives to maintain a climate of fairness, cooperation, and professionalism, which is embodied in our campus’ Principles of Community. UC San Diego embraces diversity, equity, and inclusion as essential ingredients of academic excellence in higher education.

The campus will achieve our mission as a student-centered and research- and service-oriented public university by being distinctive and by using our comparative advantage. The values that define UC San Diego create an environment and a culture where excellence is the norm; collaboration leads to discoveries, technologies, cures, scholarship, and creative works; diversity, equity and inclusion provide opportunity for all; an entrepreneurial spirit allows the campus to be agile and take risks that create innovative approaches to problem solving; and public engagement, sustainability, integrity, and ethics are core principles.

UC San Diego is dedicated to the advancement of knowledge through excellence in education and research at the undergraduate, graduate, professional school, and postdoctoral levels. The campus is committed to community engagement, public service, and industry partnerships in order to advance the health and well-being of our region, state, nation, and the world. Our academic community of world-renowned faculty, bright students, and dedicated staff is
characterized by a culture of interdisciplinary collaboration and innovation which spans the globe.

**Leadership**

Chancellor Pradeep K. Khosla, an internationally recognized visionary leader and an electrical and computer engineer, began his tenure as UC San Diego’s eighth chancellor on August 1, 2012. At UC San Diego, he has initiated a comprehensive, all-inclusive strategic planning process to develop a unifying vision and shared goals to define the future of the campus.

Chancellor Khosla previously served as Dean of Engineering and Phillip and Marsha Dowd Professor at Carnegie Mellon University. There, he set the strategic direction for undergraduate and graduate education and research, and was elected University Professor, the highest distinction for a faculty member. As dean, he initiated undergraduate curriculum reform, successful diversity efforts, multidisciplinary research centers and graduate offerings, and international programs.

Khosla led successful fundraising initiatives for the College of Engineering to increase student scholarships and graduate fellowships, endowed chairs, and other expendable gifts. He was instrumental in closing a successful $100 million nanoengineering building fundraising drive, and endowed funding for the Scott Institute for Energy Innovation. He played an integral role in Carnegie Mellon’s successful $1 billion fundraising campaign that concluded in 2012.

Chancellor Khosla’s contributions to education, research, and academic leadership have been recognized by several national and international awards. He is an elected fellow of several professional societies, including the National Academy of Engineering and the Indian National Academy of Engineering.

**National and Global Rankings**

In a mere fifty years, UC San Diego has become a research powerhouse.

*The U.S. News & World Report 2013 Best Colleges* guidebook ranks UC San Diego as the eighth best public university in the nation.

In 2012, for the third consecutive year, UC San Diego was ranked first in the nation among national universities by the *Washington Monthly’s College Guide*, based upon its three criteria of social mobility, research, and service.
UC San Diego ranks sixth among top U.S. universities in total research and development expenditures for fiscal year 2010 by the National Science Foundation (NSF).

Results of the 2010 National Research Council (NRC) Data-Based Assessment of Research-Doctorate Programs, conducted every ten years, indicate that three doctoral programs offered at UC San Diego – Biological Sciences, Bioengineering and Scripps Institution of Oceanography – are ranked first in the country, two more are among the top four in their disciplines, and 60% of UC San Diego’s programs that were rated are among the top twenty programs in their fields nationwide. UC San Diego’s Ph.D. programs were ranked highly in every academic division.

**UC San Diego Faculty Honors**

UC San Diego’s award-winning faculty are experts at the forefront of their fields, and our highly ranked academic programs continue to gain our university recognition worldwide.

UC San Diego counts five Nobel Laureates, eight National Medal of Science recipients, two Balzan Prize winners, two Pulitzer Prize winners, a Tony Award, an Academy Award, a Kyoto Prize, two Fields Medalists, and eight MacArthur Fellows.

More than 110 faculty are elected members of the National Academies (Sciences, Engineering, Institute of Medicine), ranking the campus among the top ten in the U.S.

**Divisions & Schools**

UC San Diego is composed of the following ten Divisions and Professional Schools:

- Arts & Humanities
- Biological Sciences
- Jacobs School of Engineering
- Physical Sciences
- Rady School of Management
- School of International Relations and Pacific Studies
- School of Medicine
- Scripps Institution of Oceanography (SIO)
- Skaggs School of Pharmacy & Pharmaceutical Sciences
- Social Sciences

**Selected Specialized Campus Resources**

- Biomedical Genomics Laboratory (BIOGEM)
- Qualcomm Institute for Telecommunications and Information Technology, the UC San Diego Division of Calit2
- Center for Brain Activity Mapping
- California Center for Algae Biotechnology (Cal-CAB)
- Kavli Institute for Brain and Mind
- Institute for Engineering in Medicine
- Center for Functional MRI
Students
UC San Diego attracts stellar students eager to study with renowned faculty and to receive a world-class education at a “best value public university,” as ranked by *Kiplinger’s Personal Finance*. In 2012, The *Princeton Review* again ranked UC San Diego among the nation’s top best value public colleges.

- 29,052 students (as of Fall 2012)
- 60,799 freshman applications for Fall 2012 admission (the second highest application rate in the UC system).
- Average admitted high school GPA was 4.06.

Fields of Study
UC San Diego offers more than 100 undergraduate majors in six disciplinary areas:
- Social Sciences (38.1%)
- Engineering (20.3%)
- Biology (18.7%)
- Science/Math (10.3%)
- Special/Undeclared (6.3%)
- Humanities (3.3%)
- Arts (3.0%)

Financial Aid
- Approximately 70% of UC San Diego undergraduates receive need-based support.

Alumni Degrees Awarded
- 51% received a B.A.
- 28% received a B.S.
- 20% received a graduate degree

Undergraduate Colleges
UC San Diego’s college system is unique in the UC system. The colleges are the foundation of the undergraduate student experience at UC San Diego. The colleges provide students with many of the advantages of a small liberal arts college while providing the opportunities and resources of a large research university. The colleges are small communities within the university as a whole. Each one is home to a diverse group of students from all majors and backgrounds. Most students who enter UC San Diego as freshmen will live at their colleges for
their first two years. Every undergraduate at UC San Diego belongs to one of its six colleges and each college has something unique to offer. The six colleges are:

- Earl Warren College
- Eleanor Roosevelt College
- John Muir College
- Roger Revelle College
- Sixth College
- Thurgood Marshall College

Budget

UC San Diego's FY 2012 revenues were $3.4 billion; 29% of this total is revenue from contracts and grants, most of which is from the federal government for research. Only 6.6% of UC San Diego's total revenues come from the State of California funds for education. Yet that small investment in UC San Diego results in significant impact to the region in terms of the economy, healthcare, skilled workforce, businesses, jobs, and much more. Total research funding for the fiscal year ending June 30, 2012, is more than $1,010,000,000, an increase of about $50 million over the funding for 2011. The funding supports research in medicine, the sciences, the arts, oceanography, engineering, and other fields.

Economic Impact

In 2013, UC San Diego conferred 8,085 diplomas. In 2012, the campus conferred 8,182 baccalaureate or graduate degrees. With respect to alumni, 40% of the more than 150,000 alumni live in San Diego County, contributing income, payroll, property, and sales taxes to the region.

UC San Diego faculty, staff, and alumni have started 646 companies, including many of our local biotech and technology firms:

- Number of active local UC San Diego-related companies: 156
- Total estimated annual sales of active companies: $30.6 billion
- Direct jobs attributable to active companies: 34,400
- Total economic impact in San Diego County of active UC San Diego-related companies: Over $20 billion

Private Support

The UC San Diego Foundation, a non-profit 501(c)(3) corporation, was established in 1972 in response to the university's recognition that private support is essential to maintaining and enhancing the margin of excellence on campus.

The Foundation helps UC San Diego obtain private gifts in support of research, teaching, and public service. The 43-member Foundation Board manages and invests charitable gifts donated to UC San Diego, including an endowment in excess of $400 million. This endowment, along with the portion of the UC system-wide endowment managed by the University of California Treasurer, results in a more than $600 million total endowment for the campus.
When FY 2013 concludes, UC San Diego expects to have raised approximately $145 million in total private support. A sampling of the leadership and legacy gifts, and private grants include an $18.5 million anonymous endowed gift from a computer science and engineering alum – the largest gift ever from an alum and representative of the capacity in that growing and very successful population; $4.5 million from the Simons Foundation for the Center for Astrophysics and Space Sciences; $4 million from Miriam and Jerome Katzin to establish a new endowed graduate fellowship program; $3.8 million from the Hildyard Trust to establish three new endowed chairs in health sciences; $3.5 million from the Irwin and Joan Jacobs Fund of the Jewish Community Foundation for support of the engineering school and its students and cancer research; $2 million from Qualcomm to support several campus areas; over $2 million from the US Hereditary Angioedema Association to establish a new Center; and $2.4 million from the Gordon and Betty Moore Foundation to support CALIT2 and Marine Sciences.

The Institution and Community

The institution that became UC San Diego was first conceived by the University of California in the late 1950s during the postwar science boom. It was to be a graduate and research Institute of Technology and Engineering, providing instruction and research in mathematics, physics, chemistry, the earth and biological sciences, and engineering.

These original plans were soon expanded into a more general campus under the leadership of Roger Revelle, then SIO director. The first faculty appointment was made in July 1957, and two years later, the UC Regents approved the University of California, La Jolla. In 1960, the campus was renamed the University of California, San Diego, and its first graduate students were enrolled. UC San Diego admitted its first undergraduate students in 1964. UC San Diego matured into a full-fledged campus and has drawn the top names in science and research to its faculty, including Nobel laureates and Pulitzer Prize winners.

Over the course of the past few years, the University of California has undergone a period of both internal self-reflection and external scrutiny. While the political turbulence of this period is well-documented, the result is an institution that has rededicated itself to its students and its communities. UC San Diego is in the vanguard of this movement. The State’s economy is on the rebound, and the intellectual firepower and societal impact of UC San Diego has never been greater. California remains a destination state, and its institutions continue to lead the nation and the world in the breadth and depth of their impact on society.

La Jolla Community

La Jolla in Spanish means “The Jewel,” and La Jolla is home to Southern California’s most beautiful coastline. Located 12 miles north of downtown, La Jolla is defined by rugged ocean bluffs, steep canyons, and hillsides culminating at Mount Soledad. This community of about 32,000 residents across 5,700 acres retains its own small-town character and civic pride while remaining a part of the City of San Diego.

La Jolla is located at the northern edges of downtown San Diego, and 40 miles south of Orange County, California. La Jolla is home to a variety of businesses in the areas of tourism, software, finance, real estate, bio-engineering, medical practice, and scientific research.
The Role of the Vice Chancellor

Responsibilities:

The vice chancellor for advancement is the senior advancement executive for the University of California, San Diego. The incumbent will build and strengthen the campus fundraising organization. With a proven record of success in managing teams of high-functioning development professionals, the vice chancellor will work closely with the chancellor to expand the donor pipeline and increase giving to campus-identified priorities. The vice chancellor is responsible for policy development and policy decisions, general programmatic direction, and ongoing management of a diverse advancement program. The vice chancellor is responsible for a staff that, as of this writing, totals 219 (FTE). Please see Appendix I for an organization chart.

The vice chancellor works with the academic and administrative leadership of the campus to fulfill UC San Diego’s goals. The incumbent is responsible for devising the strategies and implementing the programs necessary to obtain financial public support and increase alumni giving to UC San Diego.

The vice chancellor serves as the president and as a trustee of the UC San Diego Foundation. The UC San Diego Foundation is a public, non-profit corporation that serves as the primary fundraising arm of UC San Diego and manages assets in excess of $620 million in private funds donated in support of UC San Diego. The financial systems of the UC San Diego Foundation are independent of UC San Diego and the University of California System and are separately audited. The foundation’s endowment is in excess of $400 million.

Principal functions, activities, and programs of the vice chancellor include oversight and executive management of the following functional areas in the Advancement unit of UC San Diego.

Development

The incumbent develops policy and directs a vigorous program designed to garner private support for UC San Diego from local and national foundations, corporations, and individual donors. The vice chancellor oversees three centralized development units that provide leadership in the management of a high-functioning development organization. These offices are:

- University Development — includes all general campus divisions and fellowship and scholarship fundraising, Jacobs School of Engineering, the Scripps Institution of Oceanography, Rady School of Management, and the School of International Relations and Pacific Studies.
- Health Sciences Development — includes the School of Medicine and Skaggs School of Pharmacy, and all health systems related areas (two hospitals, and numerous other academic, research, and patient care units).
- Advancement and Central Programs — includes planned giving, foundation and corporation giving, research, prospect management, and the administrative functions related to development.
In fulfilling these responsibilities, the development office manages a system to identify the university’s programmatic and capital needs for private support, organizes capital campaigns, and meets the university’s expectations for private support.

**Alumni and Constituent Engagement**

The vice chancellor oversees this area, which develops policy and directs the department of alumni relations, the principal link between the campus and its 150,000 alumni. Alumni and Constituent Engagement promotes alumni support for UC San Diego and services the professional needs of alumni. The operation provides a complex array of professional, intellectual, financial, recreational, cultural, travel, and medical services and programs to its members.

Alumni and constituent engagement operates a diverse national network of regional chapters, clubs, councils, interest groups, and the UC San Diego Student Alumni Association. It assists, through these organizations, with student recruitment and career advising, student scholarship support, faculty recognition, community outreach, and fundraising.

This office staffs the UC San Diego Alumni Association, which is separately incorporated and governed by an independent board of directors, with assets of approximately $200,000 (excluding endowment). Its assets are held and managed by the UC San Diego Foundation.

**Advancement Services**

The vice chancellor supervises a unit that administers UC policy and provides central support to the entire campus and the UC San Diego Foundation for gift acceptance, processing, stewardship, and administration. Private support has averaged $125 million annually over the past several years, of which approximately 75% is received as charitable gifts and 25% as private grants through the University of California, San Diego Office of Contracts and Grants. Of the gift portion, approximately 75% is given to the foundation annually and the balance to the UC Regents for the campus.

The office develops policy and staffs the foundation board and committees and handles all foundation financial, audit, and legal matters. The office manages all of advancement’s computing personnel and desktop systems. (The alumni/donor database is managed out of central campus’ ACT – Administrative Computing and Telecommunications.) The office administers and ensures compliance by UC San Diego’s support groups with UC policies governing these volunteer groups.
Vice Chancellor’s Office

The vice chancellor’s office develops policy and has direct oversight of advancement and liaison duties with other areas of the campus. It manages oversight of advancement budgetary resources and reporting, an amount that totals approximately $26 million annually.

General Campus Responsibilities

The vice chancellor serves as a member of the Chancellor’s Cabinet, the Chancellor’s Council, and other campus and university-wide committees. He or she serves on community boards that complement and/or have strong relationships with UC San Diego, including the La Jolla Playhouse. He or she serves as chancellor’s designate on the UC San Diego Alumni Association Board.

Opportunities and Expectations for Leadership

The new vice chancellor will be asked to address the following critical leadership issues, among others. They are presented here in no particular order of importance.

Assess and organize the program and organization to optimize success

The UC San Diego advancement program has realized significant success in recent years. A significant proportion of that success is the result of the institution’s entrepreneurial ethos. Deans and other senior leaders are encouraged to be ambitious in regard to funding their enterprises, and several have been significantly successful at pursuing philanthropic support. To this point, the priorities of the individual academic units have driven the institution’s fundraising and, thus, have dictated the organization and focus of the advancement operation.

As the university anticipates a major campaign effort, the time is right to review the organization and its personnel with an eye toward optimizing fundraising for the overarching priorities articulated through the institution’s strategic plan. In particular, the vice chancellor will ensure that the efforts of the operation are highly integrated and mutually supportive. The historic approach to fundraising as focused on the needs of specific units has led naturally to the development of some silo mentality within the structure, and the vice chancellor will lead in both word and deed in establishing an environment in which the whole is greater than the sum of its parts. Naturally, the assessment of the operation will inform the creation of a strategic plan for the advancement operation from which will derive annual operating plans.

Prepare for and lead the campaign

UC San Diego is a member of the exclusive “Billion Dollar Club,” having raised more than $1 billion in its most recent campaign, which concluded in 2007. Under the leadership of its new chancellor, Pradeep Khosla, the university has now undertaken the creation of its first-ever strategic plan (see http://plan.ucsd.edu/). That plan and the key initiatives it proposes will form the basis of the university’s next campaign effort. The vice chancellor will therefore begin immediately to build a campaign plan around the priorities articulated in the strategic plan.
While no decisions have been made about a goal for the campaign effort, it is natural to assume that it will be more than that of the last effort. In addition, a strategy is needed for how to integrate into the larger campaign the institution’s current, ongoing campaign efforts for the health sciences, and specifically the Jacobs Medical Center.

To aid in this campaign planning, UC San Diego in 2012 commissioned a report by the national advancement consulting firm CCS assessing the environment for a major campaign effort. CCS’s report (which will be shared in full with finalists for the vice chancellorship) proposed a campaign that would begin as soon as possible and continue through 2020 with a goal between $1.5 billion and $2 billion. Most of the steps that CCS identified as necessary to position the institution for campaign success are paralleled in this document.

**Expand the prospect pool**

Perhaps no aspect of preparation for fundraising success at UC San Diego – within and beyond the proposed campaign – is more important than the expansion of the prospect pool. Having been founded only a little more than fifty years ago, UC San Diego’s fundraising success to date has largely been the result of the extraordinary generosity of its friends and neighbors in the region. La Jolla residents in particular have invested in “their university” at an enviable level. While these gifts have resulted in an institution of considerable attainment, many of the donors have maximized their philanthropic potential for the institution, and it is critical that they be succeeded by people whose passion for the institution and philanthropic capacity match or, ideally, surpass that of this founding generation of patrons.

The pipeline of potential donors for the campaign is on the one hand quite robust, particularly with alumni who have leveraged their UC San Diego educations into considerable economic success. However, as a young institution, the university has only in recent years begun to focus on these emerging prospects at any level of energy and effectiveness. As a result, there is high confidence that there is considerable financial potential for UC San Diego. A recent $18.5 million anonymous gift from an alumnus further reinforces that the alumni body is coming of the age to be able to make significant and transformative gifts. In terms of increasing those prospects’ propensity to support the university, recent increases in the percentage of alumni participation in supporting the institution, albeit from a very low baseline, increase the institution’s confidence that its case for support is finding, and will continue to find, traction. As a corollary to the increasing prominence of UC San Diego alumni as a driving force in the university community, the institution recognizes its responsibilities to ensure that its relationships with alumni are mutually beneficial. In this regard, the university’s alumni relations program is and will be increasingly focused on enabling the success of the institution’s alumni as well as engaging them in providing for the university’s future.

Because UC San Diego’s neighbors have been so generous and so many of its successful alumni have remained in the San Diego region, the advancement program has focused the vast preponderance of its efforts locally. It is therefore reasonable to assume that there is considerable philanthropic potential for the university beyond the immediate area, including among the university’s large and growing international constituency. Given the institution’s truly exceptional success in ground-breaking research and the recognition afforded its efforts in this area in terms of federal funding, it is also reasonable to believe that the institution has very significant potential in terms of support from individuals, national foundations, and major
corporations both nationally as well as internationally. Indeed, its location on the Pacific coast has already enabled significant relations with Asia and beyond.

**Build collaborative partnerships and leverage relationships across the university**

UC San Diego’s fundraising success to date is in large measure the result of the entrepreneurial efforts of the institution’s faculty, deans, and other senior leaders. As the university increasingly takes a holistic approach to advancement, it will remain a significant priority for its academic units and their leaders to play a significant role in prospect engagement, solicitation, and donor stewardship. The vice chancellor will therefore begin at the very outset of his or her tenure to build strong and symbiotic relationships with the institution’s deans, chairs, directors, faculty, and other academic leaders. These relationships will be particularly important as the university is managed under the tenets of an institution-wide strategic plan that articulates priorities that then translate into campaign plans rather than allowing each unit and its leader to pursue their own agenda. This is a cultural change for UC San Diego that must be actively and effectively managed.

Of course, no relationship will be as important for the vice chancellor as that with the chancellor. Pradeep Khosla, who is completing his first year as chancellor, is a veteran and successful fundraiser. As dean of engineering at Carnegie Mellon University, he was deeply engaged in that university’s $1 billion campaign, and, in his first year at UC San Diego he has made extremely significant progress in establishing relationships with donors and leaders of influence in the community. In Chancellor Khosla, the new vice chancellor will have a partner of significant experience, passion, and enthusiasm for the task.

**Foundation and volunteer engagement**

The new vice chancellor will inherit a very committed and well-functioning foundation board. He or she will want to be fully engaged in utilizing their skills, connections, and advice. As with all boards, the importance of working effectively with the current board while continuing to identify future board members will be critical. Additionally, the new vice chancellor will want to review volunteer engagement across the university and continually develop approaches to make their engagement a very positive experience for them and for the university.

**Personal Qualifications and Personal Qualities**

The vice chancellor for advancement at the University of California, San Diego will first and foremost be a proven leader of people and programs. He or she will possess considerable experience as a manager with a lengthy and progressive track record of successful leadership within a complex organization. The leader would ideally have an open, accessible, and transparent approach to management along with significant experience in the building both of teams and of the capacities of the members of those teams. Previous experience as a leader in a complex higher education advancement operation is not required but is strongly preferred.

As might be assumed, the vice chancellor will possess exceptional interpersonal and relationship-building skills. Substantial personal energy and passion are required to establish a significant number of strong and sincere relationships both internal to the university and
external with its many prospects, donors, and other friends of influence. The establishment of such relationships will require a leader who demonstrates unimpeachable integrity, outstanding judgment, creativity, decisiveness, intellectual curiosity, and a sense of humor.

Perhaps no aspect of the new vice chancellor’s talents will be more critical to the success of the university than outstanding strategic sense. As the university enters into an ambitious campaign at a moment of tremendous change for higher education in general and the University of California in particular, the vice chancellor will need to create a compelling strategy for advancement that optimizes the considerable assets and potentials that UC San Diego presents. This exceptional strategic sense must manifest at several levels, especially in dealing with prospects, in creating the vision and plan for the advancement operation, and in working with the chancellor at the cabinet level on the many issues the university will inevitably face.

It also should not go without saying that the vice chancellor should be a fundraiser of considerable skill, experience, and success. A personal history of engagement with major and principal gift donors is required, as is a deep appreciation of the role of the entire spectrum of advancement – alumni relations, annual giving, advancement services, planned giving, corporate and foundation relations, etc. – in the success of the enterprise. Because of its importance both strategically and as a generator of gift income, previous experience working in close concert with an academic medical center is highly preferred. Experience at the leadership level in a comprehensive campaign of significant size and complexity is absolutely required.

In addition, the ideal candidate will possess:

- significant experience in policy development and management of:
  - resource acquisition from for-profit and non-profit organizations and individuals;
  - alumni programs;
  - a board of trustees of a non-profit charitable corporation;
  - endowment and current use gift assets held by the non-profit corporation; and
  - budgetary resources of a significant administrative operation;

- demonstrated successful experience working collegially with a large complex organization (preferably in a university setting with shared governance);

- an understanding of and resonance with a faculty-driven institution and a track record of working effectively with faculty;

- demonstrated success in working with international, federal, state, and local constituencies in advancing the philanthropic objectives of a complex organization;

- demonstrated creativity, strategic thinking, and collegiality skills;

- demonstrated success working in a collaborative environment;

- a deep and abiding commitment to human diversity in all its forms as demonstrated by a track record for enhancing the diversity of his or her workforce; and

- a bachelor’s degree, with an advanced degree preferred.
Procedure for Candidacy

Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via email to UCSDVCIA@wittkieffer.com.

All candidates are asked to address contributions to diversity in their application letter.

Material that cannot be emailed may be sent to:

Vice Chancellor for Advancement
The University of California San Diego
Attention: Dennis M. Barden/Emanuel D. Berger
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

Confidential inquiries and questions concerning this search may be directed to Dennis Barden or Manny Berger via email at UCSDVCIA@wittkieffer.com.

The University of California, San Diego is an equal opportunity / affirmative action employer with a strong institutional commitment to excellence and diversity (http://diversity.ucsd.edu).

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of California San Diego documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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