



# Higher Education Leadership and the Role of Provosts at the University of California

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JUNBA, January 8, 2015



## Overview of Presentation

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- My background
- Overview of provost position in USA
- Responsibilities of UC campus provosts
- Responsibilities of UC system provost
- Provost's leadership in the UC context
- Provost's leadership in a financial crisis
- A look to the future
- Comments and questions



## My Background

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- Junior faculty at Stanford and Harvard
- Faculty and junior academic administrator at University of Southern California
- Senior faculty and senior academic administrator (dean) at UCLA; Academic Senate leader at UCLA and UC
- Senior academic administrator (provost) at UC
- ❖ Differing ways to achieve same goals

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## Provost Position in USA

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- Common title by 1960s for senior academic administrator of institution of higher education
- May include “senior vice president,” “executive vice president,” or “executive vice chancellor”
- Reports to president/chancellor/chief executive officer
- Other uses of “provost” title include leader of college or specialized higher education institution

(some information taken from Wikipedia)

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## UC Campus Provosts

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“The Provost & Executive Vice Chancellor is responsible for managing the daily operations of the campus; developing academic and administrative policies; and working closely with the Chancellor, the chair of the Academic Senate, and the Deans of the colleges, schools, and divisions to formulate and realize campus goals.”

(taken from UC Riverside website)

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## UC Campuses' Age and Size

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Campus	Founded	Enrollment
Berkeley	1868	36,100
San Francisco	1873	4,700 grad only
Davis	1908	32,600
Santa Barbara	1909	21,700
UCLA	1919	40,700
Riverside	1954	21,000
San Diego	1960	29,300
Irvine	1965	27,900
Santa Cruz	1965	17,500
Merced	2005	5,200

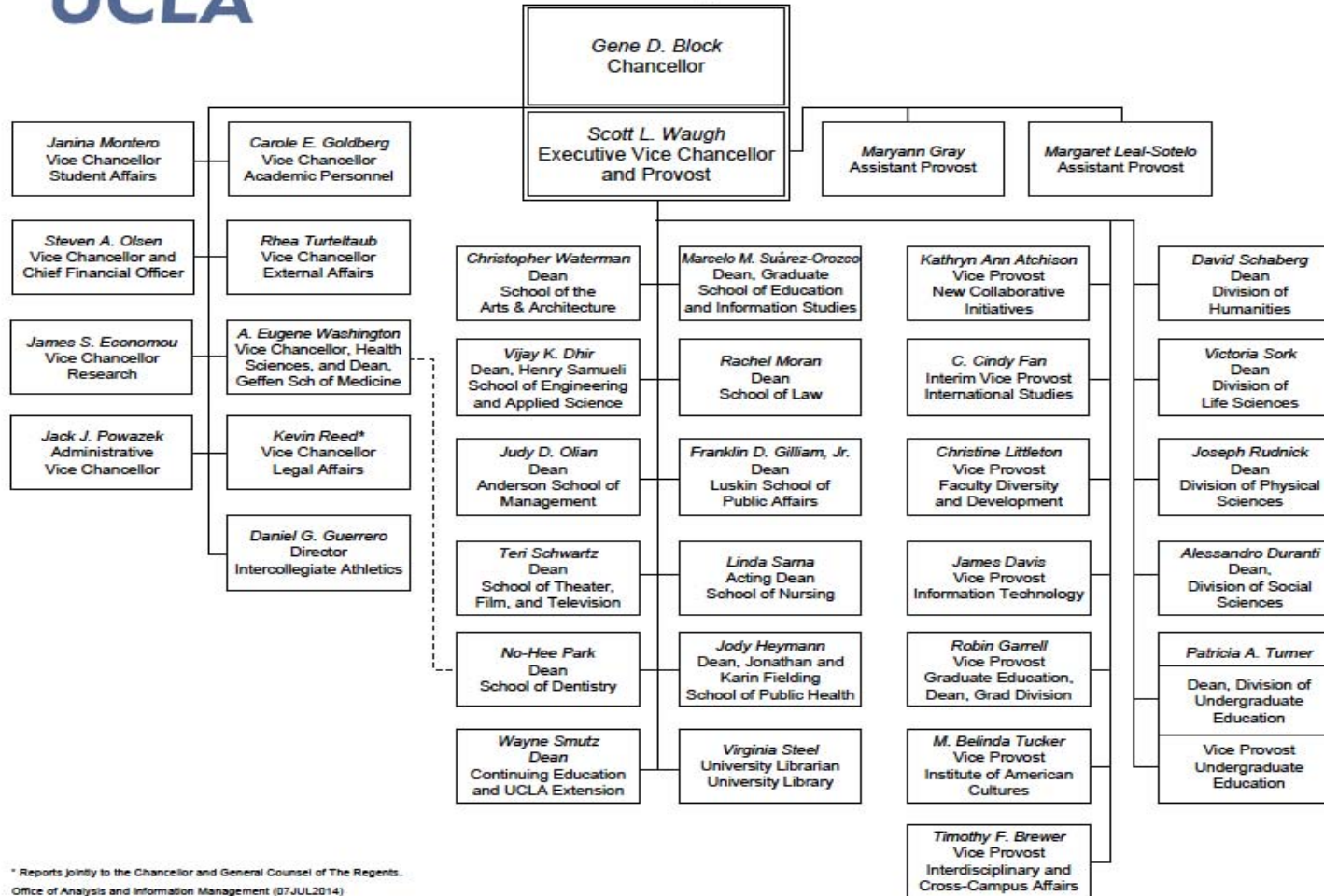
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# UCLA, July 2014

**UCLA**

## Administrative Organization

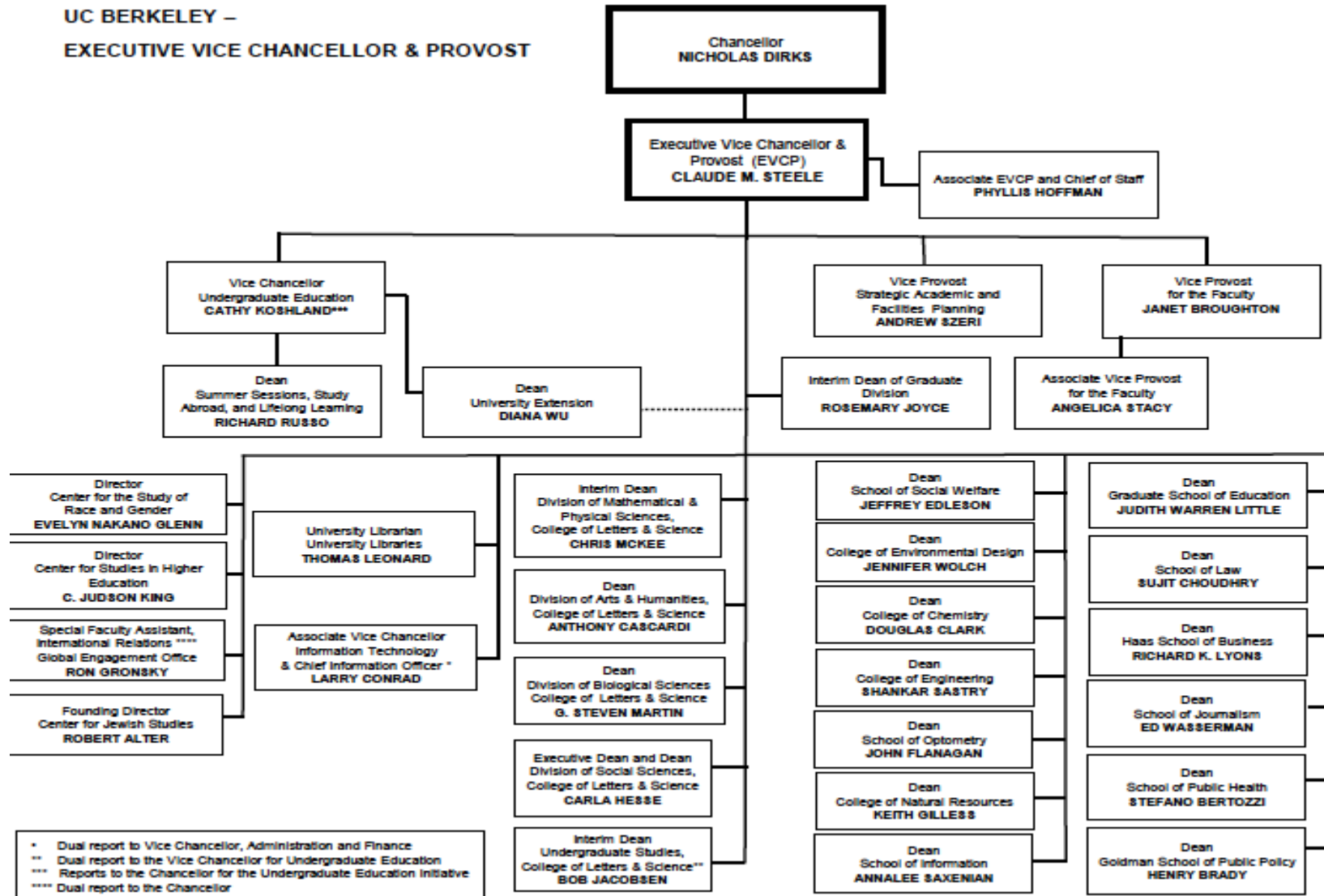


\* Reports jointly to the Chancellor and General Counsel of The Regents.  
Office of Analysis and Information Management (07JUL2014)



# UC Berkeley, July 2014

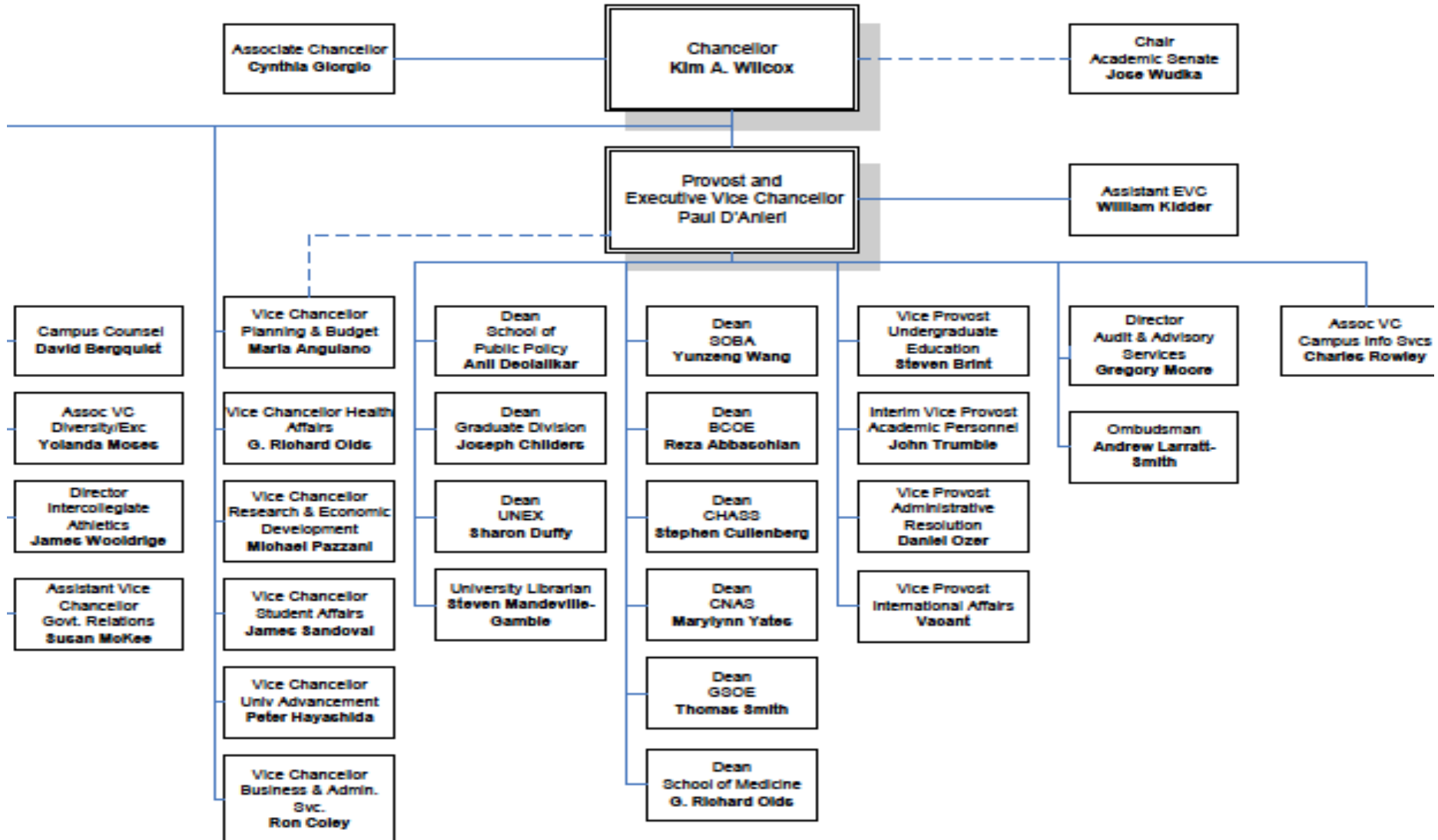
UC BERKELEY –  
EXECUTIVE VICE CHANCELLOR & PROVOST



Updated:  
July 2014



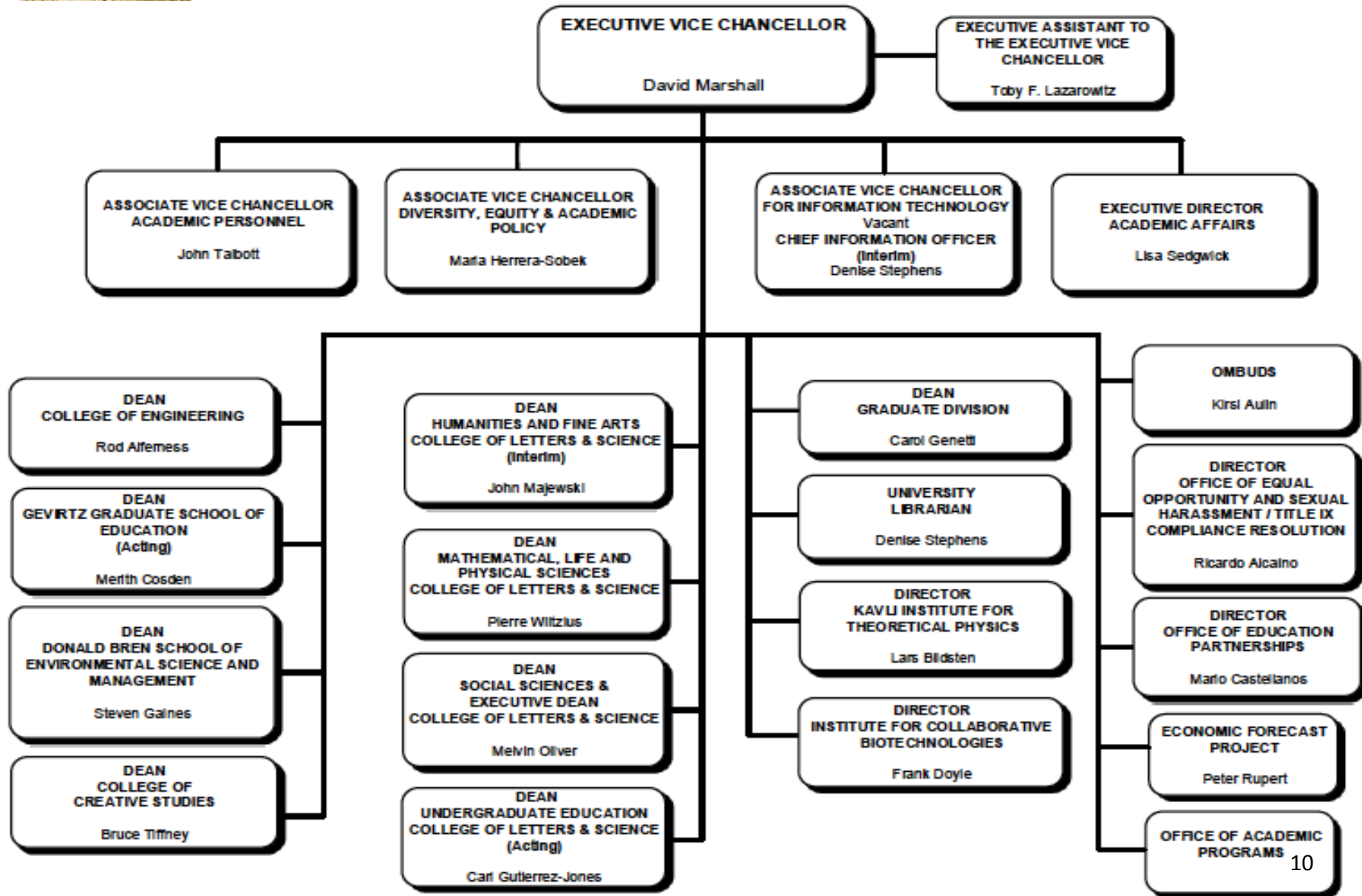
# UC Riverside, September 2014







# UC Santa Barbara, 2014-15





## UC System Provost

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- Differences with the campuses
  - No students, faculty, other academics
  - Little direct authority over campus
  - Multiple campuses and other units
  - Policy, process, and practice affect campuses
- Similarities with the campuses
  - Focus on academic matters
  - Engagement with Academic Senate
  - Commitment to UC quality and mission

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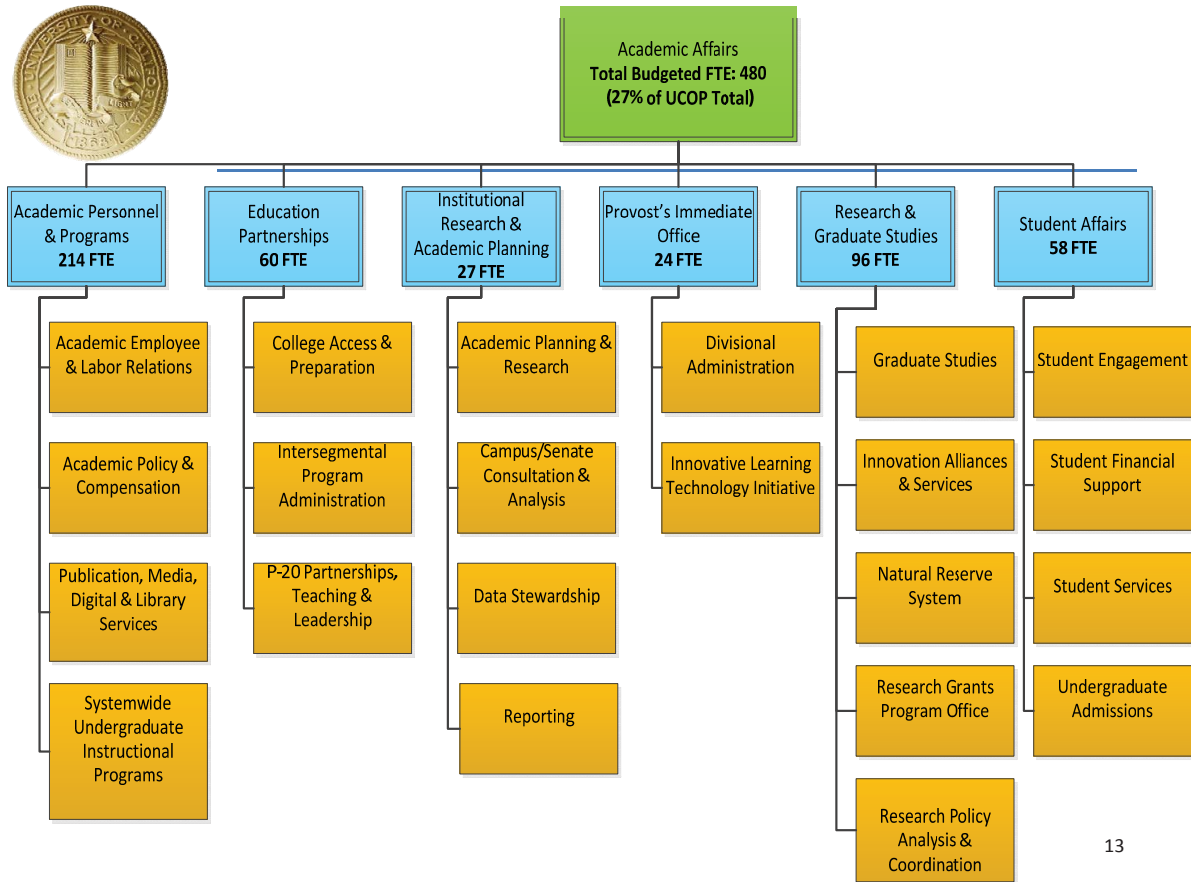
## UC System

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- 10 campuses
- 5 medical centers
- 3 national laboratories
- 150 academic disciplines
- 600 graduate degree programs
- 233,000 students
- 9,000 faculty and 11,000 non-faculty academic appointees
- 39 Natural Reserve System sites
- California Digital Library
- And more

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## Provost's Leadership in UC

- Features of UC influence leadership
  - Public university; constitutionally independent
  - Research university
  - History of excellence
  - Strong shared governance with faculty
  - Different campuses, all with same vision
  - One system-wide office
  - One governing board
  - Large, diverse state population

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## Provost's Leadership in UC

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- Implications of UC features for leadership opportunities
  - Work collaboratively with faculty
  - Work collaboratively with UC Office of President
  - Influence systemwide policies and processes
  - Recognize power is limited
  - Maximize use of power one has

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## Successful Leadership by Provost

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- Strong focus on academic excellence
- Both high aspirations and realism
- Deep knowledge of campus and UC system
- Collaboration and consultation
- Respect for widely diverse people, perspectives, and beliefs
- Ethical, fair, and equitable behavior
- Transparency and credibility

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## Provost's Lead in Financial Crisis

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- Protect core academic functions of teaching and research
- Protect UC quality, access, and affordability
- Ensure undergraduate and graduate students get the courses and other educational experiences needed to complete degree
- Generate new income for core functions

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## Protecting the Core

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- Retain and recruit outstanding faculty
- Minimize increase in student-faculty ratio
- Keep faculty compensation competitive
- Ensure student access to essential courses
- Ensure that degree requirements are current and reasonable
- Keep cost of degree manageable for students from all income levels
- Make personnel cuts as far from academic enterprise as possible

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## Generating New Income

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- Raise tuition
- Increase enrollment of undergraduates who are not California citizens
- Increase self-supporting graduate degree programs
- Increase fund raising for faculty, students, academic programs, and research
- Operate more efficiently

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## A Look to the Future

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- Reaffirm the UC mission and vision
- Convince others UC serves the State well
- Help others accept the costs of excellence
- Continue to seek new fund sources
- Continue to implement cost savings
- Succeed in UC President Napolitano's long-term stability plan for tuition and financial aid

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## Comments and Questions

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- Thank you for your interest and attention
- Comments from Provost and Senior Vice President, Emeritus King
- Questions

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# University of California