

# UNIVERSITY OF CALIFORNIA MERCED

## Opportunity and Challenge Profile

### *Search for the Chancellor University of California, Merced*

The University of California (UC) Merced, the youngest campus in the world-renowned University of California system, seeks a new Chancellor to lead this unique institution into an exciting new era of rapid growth and distinction within the UC system and among research universities globally.

With many aspirations and a \$1.3 billion expansion underway, UC Merced is at a pivotal moment — a young campus moving into maturity. With many of its foundational needs now met, the campus needs an innovative and dynamic Chancellor to work with and grow the enrollment of the most diverse student body in the UC system; and to recruit new and talented faculty while also supporting existing faculty and researchers focusing on major global challenges as well as the pressing needs of the San Joaquin Valley. To meet the many emerging challenges facing the campus, the next Chancellor must also possess the financial experience and innovative thinking to help put the campus on firmer, more sustainable financial footing; and the energy and skills to broaden its external donor support base and to enhance its national reputation.

Opened in 2005, the University of California, Merced was the first new University of California campus in 40 years, and the first American research university of the twenty-first century. After its first few years of growing pains, UC Merced experienced a significant milestone, appearing in the *U.S News & World Report* rankings for the first time in 2017. UC Merced now ranks #44 among public universities and #104 overall among national universities, even as the youngest university on the list. In the past two years the campus rose 61 spots overall and 43 among public institutions. It has also risen to the #1 campus in the nation for outperforming graduation rate expectations and #27 among public universities in annual alumni giving rate. UC Merced achieved R2 status (“doctoral-granting university with higher research activity,” per the Carnegie Classification of Institutions of Higher Education) in record time and is now setting the trajectory towards R1. Additionally, the campus has earned Carnegie’s prestigious Classification for Community Engagement, a testament to its deep commitment to the Central Valley. Since welcoming its first freshman class, UC Merced has grown in enrollment to more than 8,500 students, including approximately 700 graduate students in its three Schools: School of Engineering, School of Natural Sciences, and the School of Social Sciences, Humanities and Arts. The campus is proudly ranked #7 nationally in social mobility by U.S. News & World Report and #13 among publics in undergraduate teaching.

The [2020 Project](#) campus expansion initiative — an innovative public-private partnership that is the first of its kind in the nation — reflects UC’s commitment to increase access for eligible state students and to support a rapidly growing San Joaquin Valley region. The campus will nearly double its physical capacity to support enrollment growth to 10,000 students over the next few years. The growth to 10,000 students will also include the hiring of approximately 100 additional ladder-rank faculty over the next several years.

The impact of UC Merced’s rapid ascent reaches beyond its campus and continues to transform the region academically, economically, and environmentally. UC Merced maintains a focus on sustainability, research, diversity, and community. It leads the UC system in the percentage of students from underrepresented ethnic groups, low-income families and families whose parents did not attend college, and has been designated as a Hispanic-Serving Institution by the U.S. Department of Education.

UC Merced is becoming well-known nationally for its state-of-the-art facilities and extensive growth plan, its talented and diverse student body, and for its already well-established recognized research programs in fields such as cognitive science, psychology, artificial intelligence, climate-change science, biological sciences, renewable energy and sustainability, biophysics and nano-engineering. The next Chancellor will build upon this strong foundation to lead the continued evolution of the Merced campus as it strives to become a Carnegie R1, or “Highest Research Activity,” institution.

UC Merced has recruited an outstanding, award-winning faculty, currently numbering 250 ladder-rank and 157 non ladder-rank, that is highly productive in research. Thus far, twenty-four faculty have won National Science Foundation (NSF) CAREER awards, two Department of Defense Career awards, and one NIH Career Development Award. The faculty can be characterized as relatively early in their careers (roughly 45% of the ladder-rank faculty are assistant professors) and many take highly interdisciplinary approaches to research and teaching. This talent has attracted major grants from major national foundations and leading research supporters, such as NASA, the Howard Hughes Medical Institute, and NSF Critical Zone Observatory. Working with faculty, students, and staff across the UC Merced community, as well as with leaders from the UC System and regional communities, the next Chancellor will continue to enhance the campus’ reputation among leading research universities by helping to address a set of key opportunities and challenges, as follows:

- Further develop the path to R1 status
- Develop meaningful and sustainable strategies that ensure student success
- Lead and support diversity, equity, and inclusion efforts
- Build bridges with the local and regional community as well as nationally and internationally
- Achieve financial stability and sustainability and continue to build the UC Merced campus
- Support faculty and staff development
- Represent and advocate for the campus within the UC System and leverage the System’s strengths

### **The University of California, Merced**

UC Merced was founded as part of an effort to increase access to the University of California system for California's top achievers, enhance the University of California’s presence within the rapidly growing San Joaquin Valley, and to strengthen and diversify the economy of one of the world’s most productive agricultural regions. Following a careful and competitive selection process, the UC Board of Regents chose the site in eastern Merced County as the location for the 10th campus of the University of California. Faculty members began to arrive in 2003, with the first graduate courses beginning in fall 2004, and the campus celebrated its official grand opening and the arrival of the first class of undergraduate students on Sept. 5, 2005. Since UC Merced’s doors officially opened in 2005, the UC system has continued to invest in the newest campus, most recently with significant financial support for the 2020 Project campus expansion spearheaded by UC Merced’s third chancellor, Dorothy Leland. The campus represents an important point of pride for the city of Merced (pop. 80,000), a city within driving distance of Yosemite National Park and the Sierra Nevada, as well as the state capital in Sacramento, the San Francisco Bay Area, Napa Valley, and the Monterey coast.

#### *Our students: Californian, first-generation and diverse*

Since welcoming its first freshman class, UC Merced has grown with annual operating expenditures in excess of \$325 million per year and enrollment reaching over 8,500 students, including approximately 700 graduate students in its three Schools: School of Engineering (SoE), School of Natural Sciences (SNS), and the School of Social Sciences, Humanities and Arts (SSHA).

Undergraduate enrollment by school is divided between SoE with 28% of the student body, SNS with 27% of the student body; and SSHA which accounts for 41% of the student body. Seventy-three percent of

undergraduates are first-generation college students, with sixty-four percent Pell Grant eligible. Geographically, 99% of UC Merced undergraduates are Californian, with the San Joaquin Valley representing approximately 26% of the population. An additional 25% of students come from the Los Angeles area, and nearly 23% are from the San Francisco Bay Area. Less than one percent of UC Merced undergraduate students are from out of state or from a foreign country. We have the largest percentage of undocumented students of any UC — creating a welcoming and supportive environment for these students is an expression of our institutional values.

As a research university, supporting and enhancing the graduate student experience represents a critical element of UC Merced's maturation. Today, almost 700 graduate students are studying for Masters or doctorates in 16 fields ranging from the Humanities to Quantitative Systems and Biology to Physics. The vast majority of the graduate students are in Ph.D. programs. The exciting, near-term goal is for graduate enrollment to grow to approximately 10% of the student enrollment shortly after 2020.

#### *Research Trajectory: Focused, distinct and ambitious*

UC Merced has already established distinctive research strengths. Faculty members are working on solutions to some of society's biggest challenges, including brain development, climate change, cancer drivers, cellular processes in drug addiction, artificial intelligence, the long-term effects of oil spills, political torture, big data systems, artificial intelligence, quantum information systems, language development, ocean deoxygenation, data drones and voter behavior, to name just a few current projects. Research grants awarded to university faculty members totaled \$28.9 (FY17-18) and \$29.8 (preliminary for FY18-19) million, with the total contracts and grants multi-year budget exceeding \$300 million since the university's inception. UC Merced's 250 ladder-rank faculty members have a wide range of interdisciplinary research interests and have won numerous awards.

The campus has two Organized Research Units, the Sierra Nevada Research Institute and the Health Sciences Research Institute, which support faculty research and collaboration. The School of Natural Sciences (SNS) in conjunction with the School of Engineering (SoE) also houses the Center for Cellular and Biomolecular Machines (CCBM), which is a multidisciplinary center of research excellence in Science and Technology recently funded by the NSF-CREST program. In addition, the campus participates in the Center for Information Research in the Interest of Society (CITRIS), an inter-campus research center, and has served as the lead campus on two multi-campus research programs, UC Solar and UC Water. Further, the campus has created partnerships with signature research entities, such as the Lawrence Livermore National Laboratory, the Joint Genome Institute, and the National Park Services. UC Merced offers undergraduate students opportunities to work directly with faculty on research, to a greater extent than most public universities. To learn more about research at UC Merced and its various centers and institutes, please see <http://www.ucmerced.edu/research>.

#### *Academic Framework: Shared Governance, academic planning and school restructuring*

One of the hallmarks of the UC system is shared governance. Each School has an elected Executive Committee that advises the dean on policy and resource allocations. In addition, faculty are organized into departments with chairs that oversee hiring, promotion, and retention of faculty. These departments develop strategic plans to address research and teaching needs and collaborate to administer undergraduate and graduate programs. Together, Executive Committees, the Deans, department chairs, and program chairs work together to foster excellent research, support graduate education and deliver undergraduate education.

#### *Student life: Designed to promote intellectual development, lifelong learning and support*

From extracurricular activities to mentorships and student life, the notion of student success at UC Merced for both undergraduates and graduate students is recognized as being a collaborative, shared responsibility

among students, faculty, staff and administration. UC Merced has nearly 200 registered student clubs and organizations and more than 18 percent of undergraduate students are affiliated with Greek organizations. Both undergraduate and graduate students have government organizations, as well as a variety of literary and comedy publications. The UC Merced Bobcats started playing in the California Pacific Conference NAIA athletic program in Summer 2011 and the teams currently include men's and women's basketball, cross country, soccer, and volleyball, with a longer term goal to compete at the NCAA Division II level as part of the California Collegiate Athletic Association (CCAA). To learn more about student life at UC Merced, please see <http://studentlife.ucmerced.edu/>.

## **The 2020 Project Campus Expansion**

In October 2016, UC Merced broke ground on the 2020 Project, a \$1.3 billion capital expansion project that will provide the physical space to accommodate UC Merced's planned growth to 10,000 students and beyond. By leveraging private sector expertise through an innovative public-private partnership, the 2020 Project enables UC Merced to advance its teaching, research and public service mission in the most cost-effective and rapid way possible. With buildings opening in Fall 2018, Fall 2019 and Fall 2020, the 2020 Project doubles the physical size of the campus in a four-year period.

### *The largest higher education capital expansion of its kind in North America*

In total, more than 1.2 million gross square feet of LEED Gold certified facilities will be added to the existing 1.4 million gross square foot campus. Notably, to meet the existing and future demand for on-campus housing, the project will add 1,700 new beds in student housing and 1,570 new parking spaces. It will also include a competition pool, recreation amenities, student, dining and conference facilities, and wellness center. The "First Delivery" of additional housing and classroom space was completed in Fall 2018. The "Second Delivery" includes teaching and research space to be completed by Fall 2019. The "Substantial Completion" phase will be completed by Fall 2020 and will add additional laboratories, housing, teaching, student life and recreational space. Because of its scale, once it is complete, the project will provide a once-in-a-generation opportunity to adopt a mission-oriented realignment of space within the entire campus.

### *A unique physical foundation for rapid academic distinction*

As a first-of-its-kind project, the expansion is noteworthy for its comprehensiveness and the opportunities that will come with virtually simultaneous deployment. It adds modern classrooms, state of the art research facilities — including a new Biosafety Level 3 laboratory, a vivarium, a research greenhouse, and social science focused venues for global arts and cultural studies — that will enable the campus to advance its distinctive academic teaching and research in fields such as climate change, biomedical science, social justice, sustainability, natural sciences, solar energy, and drone technology. It also adds a variety of housing options and student amenities to sustainably enhance student life, enable academic distinction, and expand access.

Another distinct feature of the new facilities is its focus on developing mixed-use buildings strategically designed to nurture interdisciplinary dialogue. This includes a prominent new Conference Center intended to serve the campus and the community for a range of activities, such as scholarly conferences and seminars, student-focused events, and community events.

The \$1.3 billion project has been fully financed by UC external financing, Plenary Properties Merced, and campus funds. The university's ability to afford the project was determined based on a holistic long-range financial model that includes a combined estimate of design and construction costs as well as preventative maintenance lifecycle costs. Learn more at: <http://merced2020.ucmerced.edu>.

## **Role of the Chancellor**

The Chancellor serves as the chief executive officer of the campus and reports to the President of the University of California. Within the scope of university policy, the Chancellor exercises broad, delegated authority, and is responsible for all aspects of campus administration. Members of the Chancellor's Senior Leadership team include the Executive Vice Chancellor and Provost; Vice Chancellor, Research and Economic Development; Vice Chancellor, External Relations; Vice Chancellor, Finance and Administration; Vice Chancellor, Student Affairs; Associate Chancellor and Chief Diversity Officer; Associate Chancellor and Chief of Staff; and Chief Campus Counsel. Campus executive leadership also includes the Deans of the three UC Merced Schools and the Graduate and Undergraduate Divisions, the Vice Provost for Faculty, the Chief Information Officer, and the University Librarian, all reporting to the Executive Vice Chancellor and Provost.

## **Key Opportunities and Challenges for the Chancellor**

UC Merced has made significant progress during its fourteen years of operation, and now requires outstanding leadership to move into the next phase and secure its reputation as a major public research institution following the strong tradition of the other nine campuses in the UC system. As an emerging major research university, UC Merced has exceptional freedom to pioneer new models for teaching, research, and service. Yet the continued growth and evolution of the campus must be careful and deliberate, guided through shared governance with the Academic Senate and directed with informed and decisive leadership by the Chancellor. In leading UC Merced into the next stage of growth, the Chancellor will address several key opportunities and challenges, which are detailed below:

### ***Further develop the path to R1 status***

The incoming Chancellor will bring an appreciation for the singular opportunity to build a truly diverse R1 campus of the future and national model for student success. By fostering an even greater appreciation for the outstanding achievements of the newest UC campus, the Chancellor will embrace the mission and place of the campus in the context of the unique culture of the Central Valley region and truly embed themselves in the community. Through this outreach process, the Chancellor will listen to the ideas and input of UC Merced community members, gain a thorough understanding of the current status of the institution, and demonstrate a deep understanding of shared governance. The Chancellor will engage the faculty, staff, and students in meaningful dialogue, making a long-term commitment to both campus and community while conveying a compelling vision for the university's future.

Through consultation and shared governance, and based on the academic vision and Long-Range Development Plan, the Chancellor will advance a clear strategic plan to guide the near- and long-term future of the campus, establishing policies, priorities, programs, and practices that will help UC Merced continue to evolve into a prominent research institution for the 21st century. The Chancellor will establish and communicate this plan for the campus's development, aligning the many ambitions of the various constituents through a unified vision. The strategic plan should inspire the campus community to develop a robust infrastructural framework of services and programs focused on providing every student with an outstanding experience, advancing world-class research, and facilitating members to take part in service in the broader community. The Chancellor will lead important decisions related to how UC Merced should invest its resources to develop a high-quality platform of academic, research, and outreach opportunities that will attract high-caliber faculty, researchers, and students from diverse communities across California and beyond. In doing so, the Chancellor will ensure that the campus achieves rapid progress in building the space and infrastructure necessary to support research, teaching, and other university functions, and to attract the resources — including the faculty, researchers, staff, lecturers, and finances — that define a UC campus. To ensure that the campus is evaluated and recognized in the many national and international rankings of research universities, the Chancellor will apply excellent growth management strategies and develop a

diverse senior leadership team that can adeptly lead the university's staff and faculty to move the institution forward with an integrated physical, technological, administrative, and academic infrastructure.

***Develop meaningful and sustainable strategies that ensure student success***

The Chancellor will lead staff and faculty in developing an integrated program of services focused on students, ensuring that the university welcomes and supports students from their initial recruitment through graduation and beyond. UC Merced must expand its capacity for recruiting students, including international and out-of-state students. UC Merced admits UC eligible students — the average high school GPA of the incoming Fall 2018 first-year class was 3.60. Programs are needed for underprepared students who may require additional support to achieve UC-quality work. The Chancellor will guide development and enhancement of study abroad programs, as well as programs to support underprepared students, bilingual students and their families, and career services for graduating students. By engaging with students, the Chancellor will provide institutional support to address critical issues of food insecurity, transportation, course availability, and mental health. In addition, the Chancellor will support the development of a robust and engaged alumni network.

***Lead and support diversity, equity, and inclusion efforts***

The next Chancellor will ensure the continuity and strengthening of campus-wide diversity, equity, and inclusion efforts, celebrating the value diversity brings to the academic enterprise and to the Merced campus through diverse viewpoints, robust collaboration and teamwork. The Chancellor will carry forward current initiatives and communicate in a variety of institutional settings the value and importance of diversity, equity, and inclusion, bringing a track record of advancing this agenda in a complex institutional and political environment. In building the R1 of the future, the Chancellor will lead efforts to diversify the UC Merced faculty, who provide the research training for the next generation of faculty in the professoriate. The Chancellor will also champion a learning environment where everyone feels welcomed and respected, and where the different ways of knowing and being enrich both the learning experience and learning outcomes. UC Merced's Diversity Statement can be found here: <https://diversity.ucmerced.edu/accountability/policies-principles/diversity-statement>.

***Build bridges with the local and regional community as well as nationally and internationally***

It will be incumbent upon the Chancellor to earn the trust of external communities, developing relationships and bringing the campus and community together for mutually beneficial outcomes and strong town-gown relations. As the key representative of the campus in the surrounding communities, the Chancellor must recognize the changing nature in the world surrounding the university, understanding how the university can best support local communities and how local communities can best support the university. UC Merced has significant opportunities to define itself by focusing its research on the problems facing the Central Valley region and by leveraging its high level of support and enthusiasm in its community and the many assets in the region, from the nearby national parks to Silicon Valley. Thus, the Chancellor will reach out across the Central Valley and the state to develop connections: with leaders in the region while exploring opportunities where UC Merced can extend its work outward, leading UC Merced to build strong and mutually supportive relationships with other public and private colleges and universities across the state and around the world; with federal and state organizations that share UC Merced's educational and research goals; and with civic, cultural and social institutions, including K-12 schools. The Chancellor will deepen the university's relationship and engagement with alumni, including those in the region and beyond, as well as foster relationships to increase the number of transfer students from the Central Valley. By increasing the campus's national and international profile, the Chancellor will help identify opportunities for faculty and students to engage on the global stage.

### ***Achieve financial stability and sustainability and continue to build the UC Merced campus***

The Chancellor must ensure the campus achieves rapid progress in building the space and infrastructure necessary to support research, teaching, and other university functions, and to attract the resources — including the faculty, staff, lecturers, and finances — that define a UC campus. UC Merced requires new funding streams to fulfill its ambitions to hire more high-caliber faculty, hire and retain talented staff, develop new research and teaching facilities, establish and endow graduate fellowships to attract and retain the most competitive graduate students, and provide financial aid to attract more top-tier undergraduates. Although UC Merced has received strong support from the UC Office of the President, both the capital and operating budgets are insufficient for a growing campus that aspires to reach R1 status, and state funding trends suggest it will not be able to meet the critical resource needs that UC Merced will face in the coming years. Working with the support of the Office of the President, the next Chancellor will lead an effort to grow the funding capacity at UC Merced by generating revenues through diverse sources, including tuition revenue, grants, philanthropy, and other earned revenue sources.

The Chancellor must develop a capital campaign that uses the vision for the campus to attract investment from an array of philanthropic sources, including major gifts from individual donors and corporations. The Chancellor must also develop a plan to build a world-class research infrastructure that supports a growing faculty through all stages of the research process, from initial grant development through technology transfer, and supports collaborative research that can attract funding from multiple sources. The Chancellor will engage the state legislature and make a strong case for continued investment in the UC system and UC Merced, specifically. Finally, the Chancellor will apply skillful enrollment management to continue to bring in new students from California and outside the state, ensuring the university has adequate resources and services to support a growing student body.

Even with the 2020 Project expansion, space for both research and instruction will remain critically short, and so the next Chancellor must ensure that the campus advances its long-range building plan, and that it develops facilities in accordance with the vision and priorities of the campus community. The campus must be able to support a full array of world-class graduate and undergraduate programs necessary for a foundation of a competitive research campus. The new laboratory and faculty buildings, planned for completion in 2020, will be nearly full on completion as faculty move from off-site research space. Additional development of research infrastructure, from core facilities to libraries, and care of the original campus buildings, will be needed. But with the scarcity of capital dollars, both within the UC system and from the State of California, the Chancellor will need to meet UC Merced's space challenges with imagination and innovation.

### ***Support faculty and staff development***

UC Merced's faculty are outstanding in quality; they are held to the same standards in hiring and promotion as faculty on the nine other UC campuses. Yet they face challenges. UC Merced has the highest student to ladder rank faculty ratio in the UC System and has the highest proportion of courses taught by lecturers. The small size of the faculty has slowed the development of graduate and research programs. A majority of the tenure-track faculty are assistant professors. The Chancellor must support both tenure-track faculty and lecturers, and establish administrative systems to support Deans in faculty hiring, attracting world-class researchers and excellent teachers who can embrace and contribute to the vision for UC Merced. The Chancellor will develop programs for the mentoring, support and professional development of faculty, advance programs and policies that promote health and work-life balance, encourage shared governance and transparency, and infuse a spirit of recognition and celebration into the campus culture. Such programs are also crucial for UC Merced's staff, who are dedicated and hardworking, yet proportional growth of staff numbers is needed to support student and faculty growth as well as physical growth of the campus.



### ***Represent and advocate for the campus within the UC System and leverage the System's strengths***

The Chancellor plays a crucial role as the top external representative and advocate for UC Merced within the UC system, across the Central Valley community, and throughout the state of California. Through external engagements, the Chancellor will lead UC Merced from being recognized primarily as a start-up campus to the next phase where the campus is evaluated and recognized in the many national and international rankings of research universities.

As a key component of this challenge, the Chancellor will convey the unique potential and needs of UC Merced as it grows, helping members of the Merced community leverage the academic, financial, intellectual, and operational resources available through the UC System. The Chancellor must forge strong partnerships with leaders at UC institutions, especially with the system President and executives of other campuses, in order to ensure that UC Merced contributes as a full partner in the UC system through participation in cross-campus initiatives.

### **Qualifications and Characteristics**

The successful candidate must have an excellent record of academic achievement, evidenced by doctoral level academic accomplishment and a record of scholarship commensurate with an appointment as a full professor in the UC system. The candidate must also have a clear vision of the future of higher education; a proven record of achieving community and philanthropic support; a clear understanding and appreciation for shared governance; a demonstrated commitment to ethnic, cultural and socio-economic diversity; and the ability to work effectively with a wide range of constituencies in the San Joaquin Valley and across the State.

Top candidates for the UC Merced Chancellor will possess the following qualifications and characteristics:

- A record of exceptional leadership experience arrived at through consultation with key constituencies, preferably at an R1 institution or at an institution that has transitioned from R2 to R1 status; a capacity to navigate successfully and thrive in a multi-institutional context.
- World-class academic record and sensibilities that appreciate and foster sophisticated, progressive academic program development and models for academic success of diverse students.
- Demonstrated leadership in and high-level understanding of research infrastructure required at R1 institutions, including pre- and post-award grant support, facilities utilization and management, construction and design, environmental issues, and sustainability efforts in a complex campus environment.
- A record of executing a successful faculty recruitment and retention strategy in line with UCM's R1 institutional goal and the University of California mission.
- Outstanding and demonstrated financial management and strategic planning experience in growing an academic institution, including leading the development of new, effective campus administrative structures for faculty and student support.
- Demonstrated leadership in philanthropic fundraising campaigns for research initiatives, including community-engaged research.
- A record of success generating support from tuition, government, and foundations; a working knowledge of state and federal politics, particularly as it relates to funding.



- An ability to serve, balance, and grow excellence in both graduate and undergraduate education, with knowledge of modern, inclusive pedagogical practices.
- A demonstrated commitment to promoting and enhancing the diversity of faculty, staff, and students, including a solid record of broadening participation of historically underrepresented and underserved groups across learning and working environments, using programming focused on equity and inclusion.
- A record of establishing and fostering international research and educational partnerships and success in creating effective alliances with external constituencies.
- An impeccable reputation for integrity, transparency and accountability, with self-awareness and authentic empathy; a record of active listening and translating knowledge into action; a record of meaningful inclusion in decision making processes.
- A special, tangible appreciation for, and connection to students, particularly diverse and/or first-generation students.
- A proven appreciation of staff and demonstrable success in their professional development, and an authentic and practiced commitment to shared governance.
- A history of building successful town-gown relations, as well as a track record of working with alumni, community leaders, local businesses and non-profit organizations, and local and state government.
- Success in creating effective linkages with diverse external constituencies; an ability to relate to a diverse, rural community.
- Strong communication skills; a strong civic and community orientation and outstanding political skills; an ability to market a campus in appropriate ways, both on- and off-campus.

### **Compensation and Location**

Salary will be competitive and commensurate with experience. The UC Merced Campus is located three miles from downtown Merced, California, about an hour north of Fresno, two hours south of Sacramento, and two hours southeast of San Francisco Bay Area and Silicon Valley. As the county seat, the city of Merced is a highly diverse and youthful city that is home to theaters, galleries, museums; numerous restaurants; and frequent cultural events. The campus is located adjacent to Lake Yosemite, an ideal setting for swimming, walking, barbecues, or other activities. Merced is known as the “Gateway to Yosemite” and it is common for students to take the ninety-minute day trip to Yosemite National Park to hike, snowboard, rock climb, and camp overnight. To learn more about Merced, please see <http://www.cityofmerced.org/>.

### **Applications, Inquiries, and Nominations**

Reviews of candidate materials will begin immediately and the position will remain open until filled. For best consideration, please submit materials by **January 17, 2020**. Salary will be commensurate with experience. The University of California has retained Isaacson, Miller, a national executive search firm, to assist with this search. Confidential inquiries, nominations, referrals and resumes with cover letter should be sent in confidence to: [MercedChancellor@imsearch.com](mailto:MercedChancellor@imsearch.com).



*Recruiting exceptional leaders  
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