



POSITION AND CANDIDATE SPECIFICATION

DIRECTOR OF ATHLETICS

January 2015

Please address questions and nominations to:

ucbathletics@spencerstuart.com

- Amsterdam
- Atlanta
- Barcelona
- Beijing
- Bogota
- Boston
- Brussels
- Budapest
- Buenos Aires
- Calgary
- Chicago
- Copenhagen
- Dallas
- Dubai
- Frankfurt
- Geneva
- Hong Kong
- Houston
- Istanbul
- Johannesburg
- London
- Los Angeles
- Madrid
- Melbourne
- Mexico City
- Miami
- Milan
- Minneapolis/St. Paul
- Montreal
- Mumbai
- Munich
- New Delhi
- New York
- Orange County
- Paris
- Philadelphia
- Prague
- Rome
- San Francisco
- Santiago
- Sao Paulo
- Seoul
- Shanghai
- Silicon Valley
- Singapore
- Stamford
- Stockholm
- Sydney
- Tokyo
- Toronto
- Vienna
- Warsaw
- Washington, D.C.
- Zurich

Confidential: This document and the information contained within is confidential and is provided to the named recipient. This information has been prepared in good faith by Spencer Stuart but may require future verification or correction. Distribution or reproduction of this document and/or its contents is strictly prohibited.

SpencerStuart

POSITION AND CANDIDATE SPECIFICATION

The University of California, Berkeley

The University of California, Berkeley (“Cal”) is the original campus of the University of California, chartered as California’s only Land Grant College in 1868, and one of the world’s leading academic institutions. The school, known throughout the world as Cal, is truly a prototype of a contemporary university. With nearly 300 degree programs, Berkeley is one of the world’s great centers of learning, research, and public service, widely heralded as an engine of social mobility and a contributor to the national well-being through research and innovation. The campus is home to over 36,000 students, 1,500 faculty, 8,800 staff, and boasts an alumni base of over 500,000 worldwide who exert leadership at every level. Students from over 100 countries study at Berkeley with courses offered in more than 65 languages. Berkeley students also study abroad in dozens of countries.

The Berkeley campus is spread across 1,232 scenic acres overlooking the San Francisco Bay. More than 65 academic departments are organized into 14 colleges and schools: Walter A. Haas School of Business, College of Chemistry, Graduate School of Education, College of Engineering, College of Environmental Design, School of Information, Graduate School of Journalism, Berkeley Law, College of Letters and Science, College of Natural Resources, School of Optometry, School of Public Health, Richard and Rhoda Goldman School of Public Policy, and School of Social Welfare.

Berkeley has long been ranked in the very top tier of preeminent universities on all national and international rankings of academic excellence. The campus is exceptionally comprehensive, with unparalleled strength and depth across a very broad range of arts, humanities, social sciences and professional faculties. It has an esteemed history of ground-breaking and world-changing research. It is renowned for the distinction of its faculty, students, and alumni, the impact of its publications, the size and quality of its library collections, and the excellence of its laboratory and educational facilities.

More information can be found at <http://www.berkeley.edu/index.html>.

Cal Athletics

Cal has a rich and storied athletics tradition. The Department of Athletics supports one of the most broad-based programs in the country with 30 men’s and women’s varsity sports and is part of an institution that strives for comprehensive excellence. In its history, Cal has claimed 87 national team titles in 15 different sports and has captured 274 individual (166), crew (51), swimming relay (40), tennis doubles (14) and track relay (3) national champions. The Golden Bears’ 166 individual national titles have come in boxing, men’s and women’s track & field, men’s and women’s tennis, men’s gymnastics, men’s and women’s swimming, and men’s and women’s golf. Additionally, more than 300 Cal

SpencerStuart

students and alumni have participated in the modern Olympic Games as athletes and coaches, and they have won 103 gold medals, 47 silver medals, and 33 bronze medals.

Since its first national championship in 1920 (football team), Cal has had at least one national champion in 79 of 94 years. And, starting with the men's water polo team in 1973, the Golden Bears have claimed at least one national championship for 41 straight years.

Cal is committed to having one of the premiere intercollegiate athletics programs in the country. This entails creating student-athlete experiences that uniquely combine the campus' academic rigor with a commitment to high performance athletics, as well as being a great partner to stakeholders within the campus and community and fostering an environment where individuals can grow and develop to their utmost potential. The Department's core values are integrity, passion, respect, teamwork, innovation, diversity, and professionalism.

For more information on Cal athletics, including its athletic programs and first-rate facilities, please visit www.calbears.com.

Position Summary

The Director of Athletics plays a vital leadership role at Cal. He/she will report to the Chancellor and work in close day-to-day partnership with the Executive Vice Chancellor and Provost and the Vice Chancellor, Administration and Finance. He/she is responsible for the vision, leadership and management of Cal's top ranked athletics programs. Cal has a strong student-athlete tradition that combines world-class excellence in both athletics and academics. The new Director of Athletics must embrace and improve Cal's tradition of excellence and achievement.

Overseeing a staff of approximately 270 personnel and 850 student-athletes, the Director of Athletics will be a visible and compelling advocate of Cal's commitment to the student-athlete, setting the tone within the department for the dedication to the academic, social, emotional, and athletic development of the university's athletes. The Director of Athletics must demonstrate a commitment to diversity and excellence in the recruitment, retention, and mentoring of world-class coaches, staff, and administrators to support a full range of men and women's intercollegiate sports teams. He/she must also demonstrate a commitment to gender equity and inclusion in intercollegiate athletics. He/she will set the expectation for a program characterized by the highest ethical standards, including a deep understanding of and full support for the spirit and letter of NCAA, Pac-12 Conference and University compliance.

The Director of Athletics will instill a culture of collaboration and accountability, and inspire the department's team to work together to achieve a stronger program. He/she will work to ensure that Cal athletics and student-athletes are fully integrated into the overall Cal community. He/she will lead a fiscally responsible department, focused on revenue generation and cost containment, and apply strong business principles, including

SpencerStuart

innovative sales and marketing plans. The Director of Athletics will also proactively work with the development office to develop and implement innovative fundraising strategies with key donors and alumni, ensuring competitiveness on behalf of all programs and supporting future growth. He/she must establish strong relationships with key stakeholders of the athletic department both on and off campus, and be a visible presence with the faculty, administrative leaders, admissions, and staff on campus. Furthermore, he/she will foster and promote unity, collaboration and communication with the program's loyal alumni.

The Director of Athletics will provide visionary leadership in a complex and rapidly evolving intercollegiate athletics landscape. He/she will take decisive action to best position Cal athletics in an environment of continuous change. Furthermore, the Director of Athletics must be a charismatic and compelling spokesperson for Cal athletics with the media, alumni, donors, fans, parents, and prospective athletes, speaking with energy, intelligence, and vision about the program, and ensuring that Cal sets a national standard for excellence in academics and athletics. He/she will manage the athletic department's relationship with external partners, ensuring that Cal optimizes its profile and revenue through these venues. He/she will be looked upon to represent the Athletic Department and the campus with great efficacy in athletic conferences and nationally.

Critical Competencies for Success

Passionate Dedication to the Student-Athlete – Promote Cal's commitment to excellence in all endeavors by:

- Embracing, promoting and implementing the recommendations for intercollegiate athletics from the Chancellor's Task Force on Athletics and Academics;
- Ensuring that Cal sets a national standard for excellence in academics and athletics;
- Fostering an unwavering commitment to the ideal of the student-athlete;
- Respecting, honoring, and responding to the needs of the student-athletes and coaches, and promoting the interests of student-athletes in terms of their educational, social, emotional and physical development;
- Upholding Cal's commitment to championship caliber athletic achievement; and,
- Serving as an engaging spokesperson, both on and off campus, for the commitment to academic excellence and the important role that athletics plays within the university's overall mission.

Inspirational Leadership – Lead, inspire and create followership within the Cal community by:

- Recruiting, mentoring and galvanizing world-class coaches and athletic staff;
- Listening effectively and developing strong, genuine relationships with all constituents, including faculty and administrative leadership;
- Cultivating a spirit of collaboration among all stakeholder groups, including a loyal alumni base, and building consensus around complex issues;

SpencerStuart

- Working closely with the entire campus community to ensure that student athletes are integrated into the student body and fully valued for their contributions to campus;
- Communicating in an articulate, open and sincere manner that engenders trust;
- Exhibiting a forward-thinking approach to decision making and bringing energy for new ideas; and,
- Conveying confidence, courage, decisiveness and enthusiasm as a key public figure for Cal.

Strategic Thinking and Business Acumen – Drive superior results, ensure financial stability with appropriate focus on both revenue generation and cost containment, and oversee the development and execution of strategic plans for Cal Athletics by:

- Developing creative fundraising efforts, in coordination with the university's development office, to maximize the financial health of the department and support future investments in the program;
- Demonstrating a keen, intuitive sense of trends in intercollegiate athletics and an ability to harness them into opportunities for Cal;
- Representing Cal as a thought leader at the Pac-12 and national levels;
- Managing the department's operations and establishing processes, systems and controls to drive optimal performance; and,
- Embracing the increasingly complex athletics world, including media rights, major events and partnerships, and taking informed, reasoned approaches to complex business problems.

Interested applicants can apply by emailing ucbathletics@spencerstuart.com. Berkeley is committed to equity and inclusion. The University is an affirmative action / equal opportunity employer.