Position Specification

Vice Provost for International Affairs

Prepared by
Zachary A. Smith, Ph.D.
Brian Bloomfield
Bill Kidder, Assistant Provost (staff to the Search Committee)

This Position Specification is intended to provide information about University of California Riverside and the position of Vice Provost for International Affairs. It is designed to assist qualified individuals in assessing their interest in this position.
"The vision and driver for UC Riverside’s strategic plan is excellence. We want to be excellent both by our own standards and by those of independent, widely accepted entities such as the AAU. The primary purpose of UCR 2020, our strategic plan, is to lay out strategies to achieve excellence along the criteria that we – and they – have developed.... UCR is at a watershed moment. As an experiment station for more than a century and a UC campus for more than 50 years, we are ready and poised for transformative change. It will require energy. It will require risk."

— UCR 2020: The Path to Preeminence

The Opportunity

The University of California, Riverside (UCR) seeks an accomplished leader to serve as its founding Vice Provost for International Affairs. The successful candidate will serve as UCR’s chief academic officer for international programs and engagement, and she/he will leverage existing strengths on campus in order to advance the cause of internationalization at UCR. UCR seeks a Vice Provost who embraces the mission, diversity, and strategic goals of the campus and who is an innovative leader and experienced manager in one or more areas of international engagement. The successful candidate must qualify for a tenured position at the University. All inquiries, nominations, and applications for this position should be directed as indicated in the section entitled Procedure for Candidacy at the end of this leadership profile and will be handled in the strictest confidence.

UCR is located in the heart of Inland Southern California, one of the fastest growing metropolitan areas in the country, and sits at the base of the Box Springs Mountain. UCR is the most diverse campus in the prestigious University of California system, and is one of the most diverse research universities in the nation. Two mission-driven features of the campus – a faculty recognized worldwide for its high-impact research and the transformative impact the University has on the social mobility of the students it serves – come together here in ways that make UCR like no other institution in American higher education.

UCR faculty ranked 35th in the world out of 500 universities in the latest Leiden University ranking based on objective bibliometric measures of scholarly impact. Similarly, UCR ranked 37th on a per capita basis (and 77th overall) in the world in highly cited researchers, and it ranked 26th on a per capita basis (and 54th overall) in the world in papers published in Nature and Science in the 2012 Academic Ranking of World Universities conducted by Shanghai Jiao Tong University.

Scholarly impact is fused with UCR’s unrivaled track record of success with respect to access and diversity. At UCR, 59% of undergraduates are low-income students (i.e., Pell Grant recipients), more low-income students that all Ivy League universities combined. In recognition of its combined impact on social mobility, research and community service, UCR ranked #2 in the nation in the latest Washington Monthly ranking. UCR is also designated as a Hispanic-Serving Institution (HSI), one of small number of universities in the U.S. with both a “very high” research Carnegie classification and HSI status. UCR is nationally recognized for having among
the lowest racial and ethnic gaps in graduation rates in the country. Student surveys from UC campuses and other leading peer research universities consistently show that UCR is also a national leader in creating a campus racial climate where underrepresented minority students feel respected and welcome at the University.

UC Riverside will foster a rich campus culture of engagement by partnering with our diverse community, from the regional to the global level. In engaging the issues, the campus will also seek national and international partnerships that have the potential to enhance scholarship for our faculty and learning experiences for our students, while leveraging UCR’s impact.
— UCR 2020: The Path to Preeminence

University of California Riverside: An Overview

The University of California was chartered as the state’s only Land Grant institution in 1868. The University of California includes ten campuses: Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz. All of the campuses adhere to exceptionally high academic standards and the same admissions guidelines, yet each has its own distinctive character. The University of California has an unparalleled reputation in the world for academic excellence. The University awards seven percent of America’s Ph.D. degrees, and true to its mission under the historic California Master Plan, UC awards 60 percent of all the Ph.D.s from California universities and 70 percent of those awarded in science, technology, engineering, and mathematics. The University’s libraries are among the finest in the world; the University of California’s various library collections are surpassed in size on the American continent only by the Library of Congress collection.

In November 2012, the Governor championed and California voters supported efforts to move beyond prior disinvestment in higher education by approving a ballot initiative dedicating tax increases to support of education. Passage of Proposition 30 is by no means a panacea, but it places the University of California on a more stable financial footing in the years to come.

The University of California, Riverside

The origins of the University of California, Riverside (UCR) campus date back to 1907 when, by act of the Legislature, the Citrus Experiment Station was established in Riverside to conduct research on the agricultural challenges facing Southern California. In 1954, UCR was dedicated and the College of Letters and Science opened for classes. In 1959, UCR was designated by the Board of Regents as a general campus with graduate and professional studies, as well as the liberal arts.
The campus strategic plan, *UCR 2020: The Path to Preeminence* has been fully embraced by its new Chancellor, Kim Wilcox. *UCR 2020* sets forth academic excellence, access, diversity and community engagement as the four strategic goals for the campus. In particular, UCR seeks to attain the profile of institutions belonging to the Association of American Universities (AAU). This ambitious goal will require a tripling of competitive federal research expenditures, a much larger faculty, and a substantial increase UCR’s proportion of graduate and professional school students. Greater international engagement and partnerships are critical to advancing UCR’s strategic goals.

UCR has grown rapidly in recent years, and has an enrollment in Fall 2013 of 21,300 students, including nearly 2,700 graduate and professional students. International students comprise thirty percent of UCR’s graduate students and three percent of UCR’s undergraduate students, with plans underway to substantially increase international undergraduate enrollment. In addition, approximately 5,000 international students come to UCR for short periods of study through University Extension.

UCR currently has over 900 instructional faculty, including 660 ladder-rank faculty. Chancellor Wilcox has endorsed plans for aggressive faculty hiring in strategic areas. UC Riverside has a long history of research contributions with an unbroken string of scientific innovations impacting everything from crop management, to dance theory, to pioneering genomics, to quantum mechanics. UCR is a living laboratory for the exploration of issues critical to growing communities — air, water, energy, transportation, politics, the arts, history, and culture. We share the promise of our research with our community, our region, our state, and the world. Providing all the benefits of a large multicultural university, the campus has the intimate feel of a much smaller college.

From its many colleges and schools -- the College of Humanities, Arts and Social Sciences; the College of Natural and Agricultural Sciences; the Bourns College of Engineering; the School of Business Administration; a newly accredited School of Medicine; a new School of Public Policy that will soon enroll students; and the Graduate School of Education – UC Riverside offers bachelor degree programs in over 100 majors, 56 Master’s degree programs, 47 Ph.D. Programs, and ten state teaching credentials. University Extension offers continuing education to the community as well as English instruction to thousands of international students each year. UCR Extension brings approximately five thousand international students to the campus annually.

UCR successfully launched the first new medical school in California in forty years. The school appointed a founding dean, and recently obtained accreditation and earmarked state funding. The inaugural class of medical students just enrolled this fall. UCR also recently opened its new School of Public Policy, appointed its founding dean, and the School should begin enrolling graduate students next fall. The new School of Medicine and School of Public Policy present fertile opportunities for enhancing international collaborations.
The Role of the Vice Provost for International Affairs

The Vice Provost for International Affairs will play a critical role as UCR’s chief academic officer for international programs and engagement. As the founding Vice Provost for International Affairs, the successful candidate will have an exciting opportunity to provide strategic vision and to increase the visibility of international endeavors. The successful candidate will galvanize efforts and leverage existing strengths on campus in order to advance the cause of internationalization at UCR and seek additional opportunities in keeping with the University’s priorities.

The Vice Provost for International Affairs will have core responsibilities (and commensurate skills, experiences and qualities so as to fulfill these responsibilities) that include the following:

- Cultivate, articulate and then advance a distinctive vision for UCR’s array of international engagements. The Vice Provost will spearhead an effort to review and assess the panoply of international-related initiatives and faculty collaborations on campus, and thereby bring into sharper focus a set of well-defined areas where organized efforts on campus will enhance the cumulative impact of UCR’s international endeavors.
  - Associated with this effort, it is important for the Vice Provost to be able to work effectively with the faculty and build consensus around a vision for international affairs on campus
  - A demonstrated commitment to cross-disciplinary work and a wide-ranging intellectual curiosity to match the breadth of international collaborations by the UCR faculty

- Develop, prioritize and coordinate strategic collaborations with selected universities in other parts of the world. The Vice Provost will have lead responsibility for shepherding new international partnerships with an eye toward long-term strategic impact.
  - Requires demonstrated leadership and substantial experience in international education/engagement
  - For context, UCR has a large number of MOUs with universities in China, Korea and other countries. In 2014 UC President Janet Napolitano named UCR as the lead campus for a UC-Mexico initiative and UCR is also home to the University of California Institute for Mexico and the United States (UC-MEXUS) research institute.

- Represent UCR internationally, accompany the Chancellor on key international trips as needed, and serve as the principal advisor to the Chancellor and the Executive Vice Chancellor/Provost on international engagement and collaborations

- Oversee offices directly involved in different aspects of international education, with likely candidates including the International Scholars Center, the International Student Resource Center, and the Education Abroad Program (because this is a new Vice Provost position, there is some flexibility around which units would change their reporting lines, including for reasons related to optimizing success of the new Vice Provost).
• Coordinate with Vice Chancellors, Deans and Vice Provosts that have various international-related activities in their respective portfolios, including Research and Economic Development, Student Affairs, the Graduate Division, University Extension, Undergraduate Education, University Advancement as well as initiatives with the colleges and schools and individual faculty.

  o Working in close partnership with the Vice Chancellor for Research and Economic Development is critical to raising UCR’s research profile internationally and in supporting the Chancellor’s priority goal of increasing research contracts and grants.

  o The successful candidate will effectively partner in fund-raising efforts in conjunction with the Chancellor, Vice Chancellor for University Advancement and other University leaders.

  o Within Student Affairs, efforts are in full swing to recruit and enroll a greater number of international students at UCR.

  o Assist in the development of strategies and infrastructure, in collaboration with the Vice Chancellors and Deans, to support international engagement.

• Work in collaboration with the UCR Academic Senate – which has primary responsibility at the University for curriculum, degree requirements and admissions policy – to support the faculty’s collective academic oversight in areas that intersect with international engagements. This includes working with the Senate’s standing committee on International Education.

• Provide leadership and support to UCR faculty directors of centers that have international ties by virtue of the work done at those centers or the presence of strategic research partnership opportunities across the globe.

• Strong interpersonal skill set in working with a diverse, multicultural, multilingual and international clientele. Deep respect for UCR’s commitment to diversity as a core value that propels our pursuit of academic excellence and student success.

Many of the Vice Provost’s important coordination and collaboration activities are depicted in the graphic below (in some cases units are depicted in their current reporting structure, such as the International Scholar Center that reports to Academic Personnel, which will change with the hiring of a new Vice Provost for International Affairs).
The successful candidate will have a tenured underlying faculty appointment at the University, preferably at the rank of full professor. This position is for a 100% time administrative appointment at least for the first two years. Vice provost positions at UCR are two-year renewable.

**Organizational Structure**

UCR is led by Chancellor Kim Wilcox, whose biography may be found in Appendix I of this document. Executive Vice Chancellor and Provost Dallas Rabenstein works closely with Chancellor Wilcox in assuring strong and strategic leadership of the University; the Vice Provosts and Deans report directly to the Provost. After five years of outstanding service Provost Rabenstein has announced that he will be stepping down at the end of this academic year and a national search is underway for his successor. A biography of Provost Rabenstein may be found in Appendix II of this document.

Part of what makes the University of California remarkable are two organizational characteristics that distinguish it from other public and private research universities in the United States. One is the designation of the University in the California Constitution as a public trust, thereby giving the Regents an ability to manage the institution relatively free of outside interference. The second is shared governance, the substantial power vested in the faculty by the Regents, and specifically the Academic Senate, to guide the academic affairs of the University.
Riverside, California

The Riverside Community

UCR is the only public research university in this area and the largest employer in the City of Riverside. Not only is the campus a robust economic engine, but through the creation of new knowledge, it also benefits the local regional and statewide economies by providing highly skilled workers and discoveries that can be applied to new products and services (for more impact information, see UCR Facts and Impacts).

The 1,200-acre Riverside campus of the University of California is conveniently located within Southern California. Located near Box Springs Mountain, the park-like campus provides convenient access to the vibrant and growing Inland Empire region. An ideal setting in which to study, work and live in a community steeped in rich heritage, the region offers a dynamic mix of arts and entertainment, and an opportunity for quality living.

The city of Riverside has a population of just over 300,000. In 2012 the Intelligent Community Forum (based in New York) named Riverside the “Intelligent Community of the Year.” The area enjoys a Mediterranean climate and an exceptional quality of life, complete with a diverse population, architectural beauty, cultural programs, high-quality housing (that is still reasonably affordable), and a wide variety of recreational opportunities. The campus is conveniently situated within an hour of local mountains – home to some of the best skiing and snowboarding in the region – beautiful beaches, intriguing deserts, various amusement parks, golf courses, and outstanding shopping and entertainment options.

The City of Riverside, with the UCR campus on its eastern edge, is accessible by several main highways. Downtown Los Angeles is a 60-mile drive from campus, and metrolink train service runs regularly from LA to Riverside and back. The nearby Ontario International Airport has daily flights to most of the nation’s major cities.
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 in confidence via email to UCRVPIA@wittkieffer.com.

Material that cannot be emailed may be sent to:

Vice Provost for International Affairs
University of California, Riverside
c/o Witt/Kieffer, Eden Stroud
Attention: Zachary A. Smith, Ph.D. and Brian Bloomfield
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

Confidential inquiries and questions concerning this search may be directed to Zachary Smith and Brian Bloomfield at 630-575-6154.

The University of California is an Affirmative Action and Equal Opportunity Employer with a Commitment to Workforce Diversity.

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 UCR documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
APPENDIX I

Dr. Kim Wilcox
Chancellor

Kim A. Wilcox was appointed as the ninth chancellor of the University of California, Riverside by the UC Board of Regents on August 8, 2013.

Selected by UC President Mark G. Yudof after a nationwide search, Chancellor Wilcox succeeds Chancellor Timothy White, who left the post in December 2012 to become president of the California State University system. Jane Close Conoley, dean of the Gevirtz Graduate School of Education at UC Santa Barbara, served as UC Riverside interim chancellor for the seven months prior to his appointment.

A first-generation college graduate, Wilcox becomes chancellor during an exciting time on the UCR campus, with the opening of its new medical school, the announcement of a new school of public policy, expanding research opportunities and the potential to broaden the campus’s international reach.

As provost of Michigan State from 2005 to July 2013, Wilcox had oversight responsibilities for more than 200 academic programs, nearly 49,000 students and almost 5,000 faculty and academic staff. During that time, he implemented major institutional restructuring and strategic positioning initiatives, and helped lead a capital campaign that raised $1.4 billion. He added 100 new faculty positions, expanded the university’s two medical colleges and created the Residential College in the Arts and Humanities and the College of Music. Previously, he was dean of the College of Liberal Arts and Sciences at the University of Kansas, from 2002 to 2005, and president and chief executive officer of the Kansas Board of Regents from 1999 to 2002.
Dallas Rabenstein, a distinguished professor who has served as a dean for the Graduate Division, is Executive Vice Chancellor and Provost of the University of California, Riverside. As he leads the development of a strategic plan for the campus, his focus is on qualifying UCR for membership in the Association of American Universities, which is composed of 62 leading research universities in the United States and Canada. To achieve that he said the campus must be balanced with strong programs in the humanities arts and social sciences, as well as in the sciences and engineering.

Rabenstein previously held a number of administrative positions at UCR, including department chair, Interim Dean in the College of Natural and Agricultural Sciences, Interim Director of the Agricultural Experiment Station, and Dean of the Graduate Division. He earned his bachelor’s degree from the University of Washington and his Ph.D. from the University of Wisconsin, Madison. He has also been a visiting scholar at Oxford University, England.

Rabenstein is a fellow of the American Association for the Advancement of Science (AAAS), the American Chemical Society, and the International Society for Magnetic Resonance. In 2001, he was named Faculty Research Lecturer at UCR. In addition to being elected a Fellow of the AAAS in 1995, he has held the Eli Lilly Lecturer position in Analytical Chemistry from Indiana University, the Dow Lecturer in Analytical Chemistry from the University of British Columbia, and the Samuel B. McElvain Lecturer from the University of Wisconsin. He was elected a fellow of the Chemical Institute of Canada in 1983 and received the Canadian Fisher Scientific Award in 1984.
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.