

University  
of California  
Berkeley

Vice Chancellor for University  
Development and Alumni Relations



## THE SEARCH

The [University of California, Berkeley](#) (Berkeley) seeks its next vice chancellor (VC) for university development and alumni relations (UDAR), a visionary leader who can take Berkeley's successful development and alumni relations efforts to new heights.

Partnering with Berkeley's new [Chancellor, Richard Lyons](#), a bold and energetic leader, for whom advancing philanthropic success is a key priority, the next VC will join Berkeley at a pivotal moment. The VC will be an active partner with the chancellor, provost, deans, and other senior leaders in the campus's strategic planning, working with these leaders to design the philanthropic campaign that will support the campus's strategic plan. As a member of the chancellor's senior management team, the VC will be expected to provide meaningful input on the full range of issues facing the campus; hence, contemporary and comprehensive knowledge of higher education is highly desired.

Berkeley seeks a strategic VC who demonstrates a strong commitment to sustaining a world-class fundraising and engagement enterprise, someone who will guide a robust comprehensive program adaptable to a changing social, educational, and fundamental research climate, and an expanding role for the university to play in technological innovation. A data-informed risk-taker and decision-maker, the VC will implement the necessary enhancements to UDAR's infrastructure and processes to best position Berkeley to respond effectively and efficiently to the evolving nature of philanthropy; to enhance donor pipelines at all levels; and to deepen the strong philanthropic ties between the university and its supporters. Working closely with the UDAR team, as well as with development colleagues across the university, the VC will build upon the campus's remarkable momentum and philanthropic success, including building upon the recently concluded *Light the Way: The Campaign for Berkeley*, which raised more than \$7.37 billion, the largest total in history for any public university and for any university without a medical school.

Critical to success will be the VC's ability to foster productive and collaborative relationships with academic and administrative leaders across the university, as well as with all development colleagues, both those centrally based in UDAR and teams embedded in the colleges, schools, and units. Such collaborative relationships are critical to realizing the philanthropic potential of Berkeley's alumni, donors, and friends and achieving collective success. To that end, the VC will possess the ability to inspire a spirit of experimentation and entrepreneurialism and mobilize high-performing teams, advance a results-oriented work environment that promotes collaboration and achievement, retain and recruit talent, as well as build and manage relationships with key alumni and donors.

With at least 15 years of leadership experience in best-in-class development operations, the ideal candidate will be a proactive self-starter who operates with intentionality and who possesses an extensive track record of co-creating institutional strategies to achieve ambitious fundraising goals; a keen understanding of fundraising best practices and a comprehensive knowledge of all major development and alumni engagement functions, including a depth of campaign experience; and the political savvy to

navigate a complex academic and donor community. The VC must be a person of impeccable character and humility with extraordinary communication and negotiation skills, and a high level of agility, diplomacy, and perseverance. With high emotional intelligence, superb relationship-building skills, and the authenticity to create genuine connections, the next VC will possess the ability to build bridges with a broad array of constituents across and affiliated with a university community and a deep understanding of and passion for the mission and goals of an outstanding comprehensive research university. A bachelor's degree is required.



## ROLE OF THE VICE CHANCELLOR FOR UNIVERSITY DEVELOPMENT AND ALUMNI RELATIONS

The position of vice chancellor for university development and alumni relations at the University of California, Berkeley is an outstanding opportunity for an accomplished and high-performing development professional to play a significant role in ensuring the ongoing success of one of the world's top universities. With a dual report to Chancellor Richard Lyons and Provost Benjamin Hermalin, the VC will collaborate with university leadership to set priorities and devise strategies for meeting institution-wide objectives. The VC serves as Berkeley's senior-most development officer, as well as the president of the [UC Berkeley Foundation](#), a not-for-profit corporation that supports and advances the university to ensure its place as a preeminent global institution by encouraging private philanthropy, providing leadership, and serving as an advisory council and steady source of assistance to Berkeley's chancellor and to the campus as a whole. In the VC's capacity as president of the UC Berkeley Foundation, this individual will also hold a senior

advisor role on the board of the Berkeley Endowment Management Company (BEMCO), a wholly-owned, nonprofit subsidiary of the UC Berkeley Foundation which provides professional investment management of endowment gifts to the UC Berkeley Foundation.

The VC will ensure that the UDAR operation effectively engages a large and loyal base of alumni, parents, and friends in the life of the university, and establishes new connections with a wider community of individuals, corporations, and foundations, making the case for transformational philanthropy. The VC will identify opportunities to position Chancellor Lyons to connect with philanthropists, entrepreneurs, and business leaders who are not currently engaged with the university, and maximize Berkeley's existing relationships in the region, nation, and world for philanthropic gain. The VC will play an important external role, working in partnership with industry, community leaders, and donors.

Within UDAR, the VC will perpetuate a culture of high achievement and accountability across a 270-person team (with five direct reports), encouraging strong, professional relationships among the various functions and throughout the university. The VC will manage an approximate \$75 million budget, with direct oversight of all central development functions and dotted-line relationships with more than 20 college-, school-, division- and unit-based teams.

The university's next major fundraising effort will be guided and inspired by the leadership of Chancellor Lyons and the institution's next strategic plan. During this period, UDAR will work to enhance its information systems through the transition to a new CRM, build the capacity and strength of its staff, and create a pipeline of donors and volunteers who will lead the way in future fundraising efforts.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE CHANCELLOR

### Executive Engagement and Coordination of Efforts

- Guide and support the chancellor in his role as chief spokesperson and fundraiser, serving as a coach and advisor to him, as well as being his co-strategist in cultivating prospective donors and soliciting transformational gifts. Similarly guide and support senior leaders, volunteers, deans, faculty, and other key constituents in all development-related activities, ensuring that their time spent is productive, meaningful, and personally rewarding.
- Serve as an active and contributing member of the chancellor's cabinet. Build collaborative professional relationships with peers and foster a strong team orientation. Work with a broad range of individuals and groups to achieve shared goals.
- Participate in campus-wide strategic planning efforts and contribute to discussions that guide strategies and policies shaping Berkeley's future. Identify compelling principal and transformational funding opportunities within the university and match them with existing and potential donors.
- Work closely with the chancellor and provost to systematically engage deans and faculty in the fundraising process. Provide deans with the resources and tools necessary to leverage the

strength of their most successful alumni and donors in supporting the needs and aspirations of their colleges and schools.

- In conjunction with the chancellor and senior leaders, develop clear, consistent, cohesive, and compelling messages around funding opportunities that leverage the uniqueness, strengths, and aspirations of Berkeley in a way that reflects the excitement for the university's future direction and results in philanthropic support for various priorities.
- Cultivate strong working relationships with academic and administrative leaders across the institution; ensure that UDAR is seen as a collaborative, accessible, proactive, and trustworthy partner capable of professionally addressing opportunities, concerns, and new ideas.

### Programmatic Elevation and Fundraising

- Assess the university's fundraising potential and craft a sophisticated multi-year fundraising and engagement strategy that will result in sustainable short- and long-term growth in individual and institutional philanthropic contributions, in keeping with the mission and core values of Berkeley.
- Strategically lead, elevate, and identify innovations for a cohesive and systematic development and alumni relations program to broaden fundraising, outreach, and engagement activities.
- Capitalize on gains made during the previous campaign, understand its success, and recognize untapped opportunities. In preparation for future campaigns, evaluate the philanthropic capacity of all constituencies, identify areas for growth, and craft fundraising strategies to raise the sights and involvement of volunteers and donors at all levels. Strategically augment development staff and resources, ensuring an optimally deployed team and an effective, efficient infrastructure.
- Direct a high-performing, donor-centric, transformational giving program, employing critical thinking and creative strategies aligned with institutional fundraising priorities.
- Serve as the key institutional liaison and strategist for high-capacity donors – independently or in collaboration with the appropriate university colleagues, as the situation requires – personally cultivating, soliciting, and stewarding a portfolio of principal and transformational prospects and donors.

### Alumni Relations

- Shape a vision for engagement that articulates how best to leverage alumni, parent, and family communities around the world to generate and capture the excitement and enthusiasm for Berkeley, and provide opportunities for greater interaction and engagement.
- Drive new and innovative techniques and leverage technology to connect with alumni, parents, and families across generations, recognizing the various ways in which individuals want to connect with Berkeley in order to deliver tailored, meaningful, and nuanced modes of engagement.
- In partnership with the [Cal Alumni Association](#), ensure that Berkeley draws upon the skills and talents of its nearly 500,000 living alumni. Guide efforts to create alumni programming and engagement opportunities that enhance and support the university's vision and aspirations.

## Management and Leadership

- Lead, inspire, and support an experienced team of development professionals to meet ongoing challenges and ambitious goals; set clear direction and priorities; promote excellence through well-defined and measurable goals.
- Assess current staff effectiveness and overall organizational structure, identifying areas where restructuring and additional investment may be required; advocate for resources to adequately staff and support an ambitious strategy for UDAR and compellingly articulate the return on investment.
- Establish annual performance objectives, metrics, and standards in an environment of best practices and high achievement; utilize contemporary analytics to project, measure, and report on progress against goals.
- Maintain a leadership style that is fair, equitable, open, and fluid; empower and motivate staff through active communication and delegation, placing staff members' work within the context of the university's mission and strategic priorities.
- Foster a welcoming and inclusive work environment that recognizes and rewards performance, supports new ideas and risk-taking, builds confidence and trust, promotes teamwork, reduces silos, and retains staff.



## Volunteer and Board Engagement

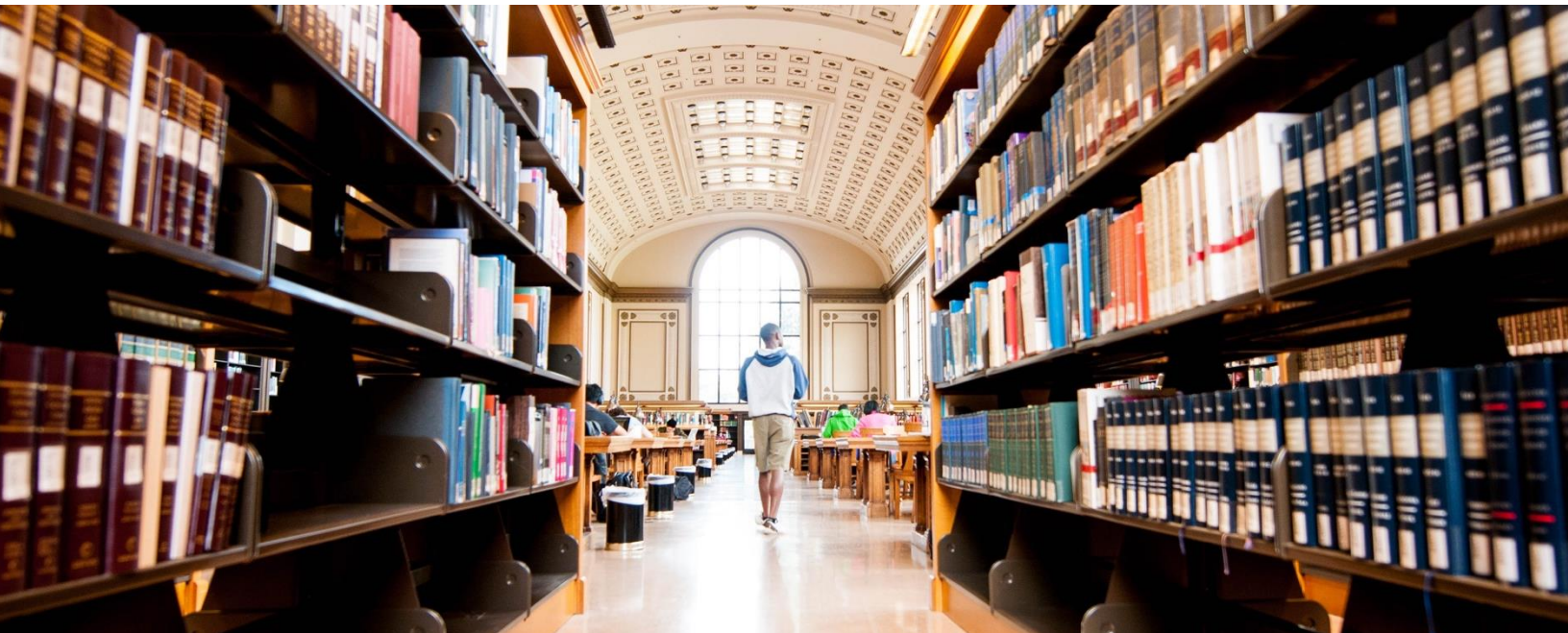
- Provide the highest level of support to volunteer leadership and Foundation Board members for their activities on behalf of Berkeley. Ensure that their experiences are meaningful, productive, and enjoyable, and that their intellectual and emotional connections to Berkeley and each other are strengthened.
- Assist the chancellor and Foundation Board leadership in the identification, recruitment, and cultivation of new Foundation Board members, identifying potential key leaders with an affinity for the mission of Berkeley while building a volunteer structure that fosters a culture of philanthropy.
- Build capacity and volunteer engagement by identifying, tracking, and nurturing Berkeley's alumni, parents, and friends. Develop meaningful and strategic frameworks to leverage and mobilize volunteers and to raise sights and involvement with volunteers and donors at all levels. Convey to volunteers that their service is valued, and their support is appreciated.

## QUALIFICATIONS AND CHARACTERISTICS

### The ultimate hire will bring many of the following professional qualities and experiences:

- A deep appreciation for the history, mission, achievements, and aspirations of Berkeley and the ability to effectively articulate its uniqueness and relevance to a broad audience.
- A minimum of 15 years of progressively responsible development leadership experience, ideally within higher education; experience serving on a senior leadership team and contributing at the strategic level; depth of knowledge of best practices in all key areas of development, including a demonstrated ability and experience to plan, manage, and successfully close a multi-billion-dollar campaign.
- Demonstrated ability and experience building upon an existing development program, resulting in a transformative increase in philanthropic revenue for an organization. Success with increasing the effectiveness of a development program and its staff through established objectives and performance standards.
- A track record of success personally cultivating, soliciting, and stewarding gifts of eight- and nine-figures from individuals, foundations, and corporations; a high level of comfort and effectiveness working with high-net-worth benefactors.
- A commitment to shared governance; the ability to build bridges and strong collaborative relationships with all members of an operation across a university and a broad body of alumni and constituents.
- The intellectual depth, maturity, and confidence to garner the trust of the chancellor, senior academic and administrative leaders, key volunteers, staff, alumni, and other constituents. Strong personal integrity and work ethic coupled with optimism, resilience, and perspective.

- Ingenuity and creative problem-solving skills with strong critical thinking and analytic abilities; data-driven decision maker; impeccable attention to detail with superb follow-through; naturally curious and able to recognize connections and opportunities.
- Proven management skills in establishing a team- and goal-oriented environment; a history of recruiting, developing, and retaining top talent.
- Exemplary interpersonal communication skills; the ability to understand and translate information for all audiences adopting the university's message and voice; clarity, crispness, and elegance in writing and speaking. The ability to succinctly communicate a vision and process to the chancellor and other key constituents, appropriately utilizing data and metrics as a foundation for development programs.
- Knowledge of the application of data analytics, artificial intelligence, and machine learning, to inform decision-making and drive philanthropic outcomes.
- A sharp eye for operational efficiency and the best use of resources, including a demonstrated understanding of budgets and the ability to manage them.
- The flexibility to travel domestically and internationally, and work evenings or weekends as required.
- Bachelor's degree required.



## COMPENSATION

The budgeted salary range that UC Berkeley reasonably expects to pay for this position is between \$575,000 and \$700,000. The actual base salary will depend on an individual's relevant skills, experience, and qualifications.

UC Berkeley offers excellent benefits, including medical, dental, vision, and retirement plans as well as moving, relocation, and housing assistance.



## LOCATION

With a population of about 117,000, the city of Berkeley is a culturally rich community located across San Francisco Bay from San Francisco. Berkeley is a leading center for theater, music, the arts, intellectual life, and dining. While rooted in the urban core, UC Berkeley's 1,200-acre campus is full of natural beauty, including creeks, meadows, and numerous groves of trees. The campus also enjoys easy access to several state parks and other popular recreational areas. Please see [www.visitberkeley.com](http://www.visitberkeley.com) to learn more.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website below:

<https://www.imsearch.com/open-searches/university-california-berkeley/vice-chancellor-university-development-and-alumni>

Rachel Ellenport, Partner  
Becky Piper, Managing Associate  
Megan Gorman, Managing Search Coordinator

*The University of California, Berkeley is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, or protected veteran status. For the complete*

*University of California nondiscrimination and affirmative action policy see:*

<http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>

## ADDENDUM A: ABOUT THE UNIVERSITY OF CALIFORNIA SYSTEM

The University of California, Berkeley is part of the [University of California](#) (UC) system, a public land-grant research university system that comprises 10 campuses across the state. The University of California system is one of the largest and most renowned centers of higher education in the world. All campuses adhere to the same admission guidelines and high academic standards, yet each has its own distinct character and academic individuality. Among the campuses are six medical schools and four law schools, as well as schools of architecture, business administration, education, engineering, and many others.

The UC campuses have a combined enrollment exceeding 295,500 students, over 75 percent of them California residents. About one-fifth study at the graduate level. Some 150 laboratories, extension centers, and research and field stations strengthen teaching and research while supplying public service to California and the nation. The collections of over 100 UC libraries on the 10 campuses are surpassed in size in North America only by the U.S. Library of Congress collection. The UC faculty is internationally known for its distinguished academic achievements. On its 10 campuses, the University of California has 28 living Nobel laureates, and it has the largest membership in the National Academy of Sciences of any university in the country.

The UC system is governed by a [Board of Regents](#) whose regular members are appointed by the Governor of California. In addition to setting general policy and making budgetary decisions for the UC system, the Regents appoint the president of the University of California, the 10 chancellors, and the directors and deans who administer the affairs of the individual campuses and divisions.

The Regents delegate authority in academic matters to the [Academic Senate](#), which determines academic policy for the University of California as a whole. The Senate determines conditions for admission and granting of degrees, authorizes and supervises courses and curricula, and advises UC administrators on budgets and faculty appointments and promotions. Local divisions of the university wide Academic Senate determine academic policy for each campus. Students also participate in policymaking at campus and system levels.

## ADDENDUM B: ABOUT THE UNIVERSITY OF CALIFORNIA, BERKELEY

The [University of California, Berkeley](#) is one of the leading public universities in the world – a center of innovation and destination for thought leaders in politics, science, the arts, and all areas of human achievement – where serious thought and lively conversation spill out of classrooms into outdoor cafés and every corner of campus.

Founded in 1868, Berkeley is now home to over 33,000 undergraduates and more than 12,500 graduate students. Berkeley is internationally renowned for excellence and pioneering achievements across all disciplines. At the heart of its preeminence are approximately 1,550 ladder-rank faculty across 15 schools

and colleges. Berkeley's professors are highly distinguished researchers, scholars, and leading experts in their fields, as attested by their many Nobel Prizes, other distinguished awards, and memberships in the most prestigious learned societies. The campus is supported by over 9,000 talented and diverse staff. The work of the campus is supported by an annual operating budget of \$3.8 billion and an endowment of \$7.39 billion.

Berkeley's [seven principles of community](#) are rooted in its mission of teaching, research, and public service. They reflect a passion for critical inquiry, debate, discovery, and innovation, and the university's deep commitment to contributing to a better world. Every member of the Berkeley community has a role in sustaining a safe, caring, and humane environment in which these values can thrive.

## Leadership

**Richard K. Lyons** is the 12th [chancellor](#) of the University of California, Berkeley and the first undergraduate alumnus to serve as chancellor. He began his tenure on July 1, 2024. Prior to serving as chancellor, he was the associate vice chancellor for innovation and entrepreneurship from 2020 to 2024, leading the development and expansion of innovation and entrepreneurship campuswide. Lyons also served as the dean of Berkeley's Haas School of Business from 2008 to 2018. Lyons received his bachelor's degree from Berkeley in 1982 and returned to campus in 1993 as a faculty member at the Haas School of Business after receiving his PhD in economics from the Massachusetts Institute of Technology (MIT) and following six years on the faculty at Columbia University.

Lyons' pioneering work as a scholar focuses on how information within a society is aggregated and expressed in price signals, which in turn helps societies to make better decisions. His book, *The Microstructure Approach to Exchange Rates*, was instrumental in defining the field.

Lyons is also known for culture leadership – anchoring institutions on distinctive values that help create a cohesive community with a shared understanding of, and support for, the mission. He is a powerful advocate for public higher education that is both accessible and excellent.

Lyons is an ardent supporter of the student experience, which comes in part from his own experience of the transformative effect of a Berkeley education. In 1998, he was awarded the Distinguished Teaching Award, Berkeley's highest teaching award.

**Benjamin E. Hermalin** is the University of California, Berkeley's [executive vice chancellor and provost](#) (EVCP). He is a Distinguished Professor in the Economics Department and the Thomas & Alison Schneider Distinguished Professor of Finance in the Haas School of Business. He received his PhD from MIT in 1988, the same year he joined Berkeley as an assistant professor in the Department of Economics and the School of Business. He became a full professor in 1998. From 1999 to 2006, he was the Willis H. Booth Chair in Banking & Finance. He received the Schwabacher Award for outstanding teaching and research in 1993 and the Earl F. Cheit Outstanding Teaching Award in 1991. From 1999 to 2002, he served as the Berkeley

Haas Associate Dean for Academic Affairs and Chair of the Faculty; he was the interim dean of Berkeley Haas for most of 2002. Hermalin served as the Economics Department Chair from 2005 until 2008. He served from 2009 until 2012 (chair, 2011–12) on the campus's Budget Committee, which reviews all academic personnel matters on the campus, including appointments, tenure, and promotions. He is a former co-editor of the *RAND Journal of Economics*. From 2014 to 2015, Hermalin was the Vice Chair of the Academic Senate and served as its Chair from fall 2015 until spring 2016. He was then the Vice Provost for the Faculty from 2016 to 2022. His areas of research include corporate governance, the study of organizations (especially leadership), industrial organization, and law and economics. He is the author of 47 peer-reviewed articles, many of which have appeared in the top journals in economics and finance. He has also authored or co-authored 18 book chapters in edited volumes and is the co-editor of *The Handbook of the Economics of Corporate Governance*.

### Financial Overview

Berkeley's \$3.8 billion budget is supported by revenue from a variety of sources. The campus's largest source of revenue, approximately 29 percent of the total budget, comes from tuition and fees. As a public institution, the campus receives a portion of its funding from California taxpayers through an allocation by the state government which now accounts for roughly 14 percent of its revenues, down from 50 percent thirty years ago. The remaining budget is made up of funds from contracts and grants with federal, state, and local agencies as well as with private organizations; other educational activities and auxiliaries (such as athletics, Cal Performances, and the Berkeley Art Museum & Pacific Film Archive); sales and service operations; private gifts; investment income; and other sources.

In the past decade, the amount of public funding provided to the University of California has diminished significantly. The loss of state support has required Berkeley to make fundamental shifts in how it brings in revenue. While Berkeley leaders continue to advocate for greater state support and modest but regular tuition increases, these revenue sources can be unpredictable and are not within its direct control. To maintain financial stability, the campus must continue to diversify its revenue sources in the years ahead and pursue new means of generating its own revenue.

### Fundraising Overview

In February 2020, the university publicly launched [\*Light the Way: The Campaign for Berkeley\*](#). With a goal to raise \$6 billion by December 31, 2023, to strengthen its students, faculty, and facilities and to reach greater heights as the research university of the future, *Light the Way* was the most ambitious campaign in its history and one of the largest campaigns ever mounted by a university. Berkeley exceeded its \$6 billion goal 14 months early and ultimately raised \$7.37 billion from over 225,000 donors. In Fiscal Year 2024, Berkeley raised an impressive \$1.31 billion in philanthropic support, marking the highest annual fundraising total in university history.

Following the close of the campaign, the refreshed [Inspire page](#) continues to highlight its impact as well as the gifts secured since the campaign's end.

### **Cal Alumni Association**

The [Cal Alumni Association](#) (CAA), an independent 501c3 nonprofit organization, was founded in 1872 and is one of the largest in the nation, with 100,565 dues-paying members. Through collaboration with the university, CAA builds relevant and mutually beneficial programs for alumni and students, leveraging CAA's independent status in service of their community members, particularly those from marginalized groups. By combining alumni-led programs and financial support, CAA helps to increase the number of students who are able to succeed at Berkeley. CAA celebrates lifelong, multifaceted relationships between more than 500,000 living alumni and the university – relationships that encompass learning, achievement, advocacy, service, philanthropy, and so much more. By cultivating meaningful and inclusive experiences for alumni, CAA contributes to an alumni culture that celebrates its diversity, creates belonging, and advances equity at Berkeley.