



Transcript of Remarks Made by Hon. Carol Liu (ret.)

Regents Special Committee to Consider the Selection of a President

Good afternoon,

Thank you for the opportunity to share my perspective on the search for a new UC President. As you know, my views are shaped by my current role representing the alumni board of the Berkeley campus and my experiences as a student, teacher, a school administrator, a politician, and a public policymaker.

As we consider the selection of a new UC President, we must also consider what role we want the UC system to play in our society going forward—in California, in the nation, and in the world. The context in which we now operate is one of continuous dynamic change. But it's not just about keeping up. The UC System can be a model and force for positive change to combat racism, misogyny, poverty, environmental degradation, and climate change. We have the opportunity and capacity to illuminate pathways to equity, economic well-being, and sustainability, with our campuses serving as laboratories and beacons of positive change.

If we embrace these dual roles, we will need a President who knows how to manage change. She or he will understand what changes are needed in organization, infrastructure, culture, and curricula to transform our campuses and further extend our contributions to society via our students, our faculty, our research, and our graduates. This President will know how to honor the unique qualities of each of the UC campuses, and also how to mobilize the collective impact of the UCS to make a difference. She or he will be knowledgeable about approaches to creative problem solving such as Design Thinking and Innovation by Design. He or she will be connected and unafraid to associate and share ideas with other college presidents nationally and internationally and examine new models of transformation, performance, and innovation.

Ramping up innovation and experimentation, and broadening collaboration across more departments, disciplines, campuses, and institutions might challenge traditional academic education and research norms. Our new President shouldn't be risk averse but he or she must be able to balance risk and the pace of progress with the need to celebrate and preserve the great assets of the UC System and the support of its students, faculty, alumni, and donors, and the politicians who influence our operations. Strategic and political acumen will be a must.

Established political relationships will be a plus as communicating the UC vision and engaging the Governor and the Legislature to support it will be a continuous process. The desire for a President with all of these attributes argues for welcoming candidates from outside the traditional higher education academic and administrative career track.

California is experiencing a drastic demographic shift in both ethnic and economic diversity. Can we find a President who reflects that diversity in some way, and can our campuses become more representative of the population as a whole, both in terms of student body and faculty? Can we find a President who can relate to being a first-generation college student, a transfer, a minority in ethnic background, religion, or other gender identification? Can we find someone who understands what kind of cultural shifts are required to achieve inclusion? Can we find a President who knows what services are needed for student's experiencing mental and emotional health issues or financial stresses, or who are struggling academically? Will he or she know how to structure service and support systems with No-Wrong Door?

As if that isn't already enough, here are more skills our new President needs to have and what she or he needs to know:

- What are California's issues? For example, immigration, DACA, food insecurity, homelessness, vulnerability to extreme weather events and fires, access to affordable housing, an aging population, wage disparity, environmental justice, water quality, air quality, transportation infrastructure, to name a few,
- What are the workforce demands and jobs of the future? For example, health care, preventive health care and wellness, gerontology, sustainability and resiliency, natural resources management, teaching, education administration, technology development, communications, mechanical engineering.
- How is the UC System going to prepare students to meet workforce demands and for the jobs of the future?
- What are the challenges facing the UC system? For Example, resource constraints, access and affordability for students, completion for under-represented minorities, relationship with unions, admission criteria and selection processes, digital network, DACA, sustainability.

And finally, on behalf of the Alumnae let me add that the next President should be able to build an esprit de corps among UC alumni. She or he should acknowledge and be able to communicate the value we bring to the UCS and to California, the nation, and the world.

Thank you and now I would like to introduce Cheryl Lott, President of the UCLA Alumni Board of Directors.