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**May 20, 2021**

**SOME OBSERVATIONS ON  
GOVERNANCE, ADMINISTRATION,  
AND ACADEMICS IN  
U.S. LEADING UNIVERSITIES**

# Relevant Experience

1991 – 2000	Dean of Science	Massachusetts Institute of Technology
2000 – 2004	President	University of Toronto
2004 – 2013	Chancellor	University of California, Berkeley

**MIT:**                    **Leading U. S. Private University**

**U of T:**                    **Canada's Leading University (all public)**

**UC Berkeley:**        **Leading U.S. University, public or private**  
**Part of 10 campus public system**

# Governance

- MIT:** MIT Corporation, 150 members, primarily influential and deeply loyal alumni/ae  
Key decisions made by the executive committee
- U of T:** Governing Council: About 50 members, Provincial government appointees, elected student, staff, faculty and alumni representatives
- UC Berkeley:** One of 10 campuses making up the University of California; Governed by the Regents, 21 politically appointed members plus several politicians including the Governor, student, staff and faculty representatives

# Public University Governance

The board represents an intermediary between the university (system) and the government. There are many different governance structures across the U.S.

In Michigan, the members of the board are elected by the public.

In California, the University of California is a separate branch of government. The legislature can only act through the overall budget process and, politically, through the Regents. However, the Governor is a Regent!

# University Leadership

In virtually all cases, the Presidents/Chancellors of the leading U.S. universities, public or private, are highly accomplished academics who command the respect of their faculty

**Selection:** A committee established by the governing board carries out a national search for the new President/Chancellor; the committee will typically have board, faculty and student representatives; it is carried out with absolute secrecy; the governing board as a whole must approve the selection. In the majority of cases, the new leader comes from outside the university.

# Typical Leadership Team

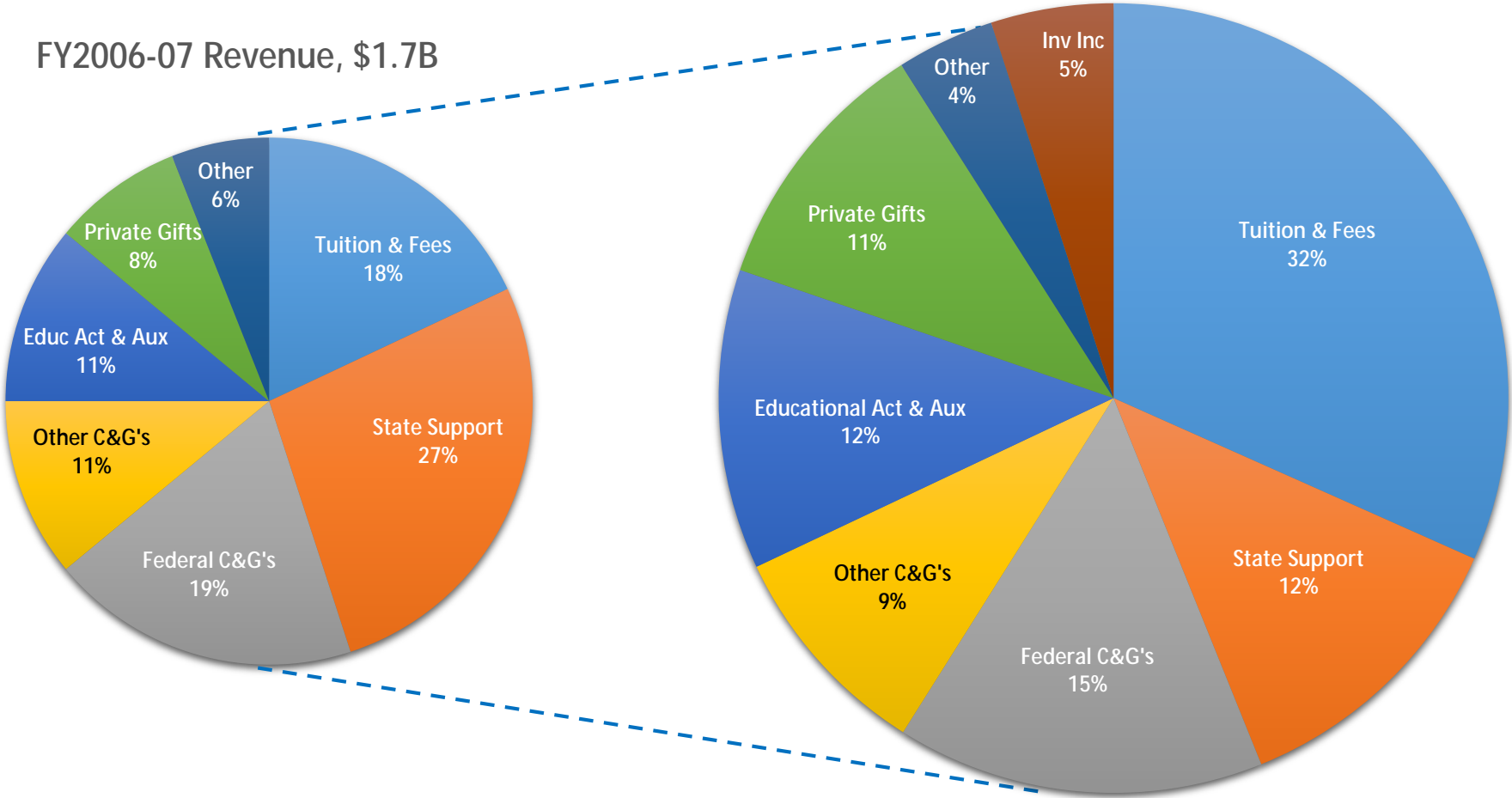
**President:** Both internal (academics) and external (government, donors, alumni/ae)

**Provost:** Typically leads the academic enterprise including the academic budget

**Vice President of Administration and Finance:** Manages the business side of the university

**May also include:** VP for Research, Major Deans

FY2017-18 Revenue, \$2.9B



FY2006-07 Revenue, \$1.7B



# Chief Financial Officer

Public research universities have large and extremely complicated budgets.

For the university to operate efficiently, professional financial management is essential.

Most often this skill set is found in the private sector or government.

Note: After we professionalized our business management at Berkeley, state legislators asked us if we would be willing to help them do the same!

# Government Relations

In the U.S., strong relationships with both the state and federal governments are critical for all public research universities. These are typically handled by the President/Chancellors and professional government relations staff.

For private research universities, federal government relations are nurtured carefully; typically, state government relations are less important.

# Academic Excellence

1. Leadership, through the hiring and tenure process, sets the standards for excellence
2. Faculty must support the commitment to excellence; otherwise, the leadership will fail
3. Salaries matter but they are not the primary drivers
4. Facilities and discretionary resources matter more
5. Great research universities have outstanding graduate schools

# Transparency

**U.S. Private Universities typically maintain complete confidentiality**

**U.S. Public Universities by law are completely transparent except in matters of personnel**