

Office of the Secretary and Chief of Staff

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA:

ACTION ITEM

For Meeting of July 7, 2020

APPROVAL OF APPOINTMENT OF AND COMPENSATION FOR MICHAEL V. DRAKE, M.D., AS PRESIDENT OF THE UNIVERSITY OF CALIFORNIA AS DISCUSSED IN CLOSED SESSION

EXECUTIVE SUMMARY

Following a nationwide search, Dr. Michael V. Drake, M.D., has been nominated to become the 21st President of the University of California.

The Special Committee to Consider the Selection of a President intends to recommend the appointment of Michael V. Drake as President of the University of California, effective no later than August 15, 2020. Subject to academic personnel review, the San Francisco campus will process a request for Dr. Drake's appointment as a tenured, non-salaried professor at an above-scale rank at zero percent time at the University of California, San Francisco.

The Chair of the Board recommends that the Governance Committee recommend to the Regents that, contingent upon and effective with Dr. Drake's appointment by the Regents as President of the University, Dr. Drake's annual base salary be \$890,000, which will be funded by State sources. The proposed annual base salary is 2.3 percent below the 60th percentile (\$911,200) of the Market Reference Zone (MRZ) for the position of President. The base salary is slightly less than Dr. Drake's base salary at his prior institution. In addition, by accepting the position of President of the University of California, he will forego a performance award and other compensation of up to 40 percent of his previous base salary. In light of the current fiscal challenges facing the University as a result of the SARS-CoV-2 pandemic, Dr. Drake will take a voluntary, temporary reduction of ten percent (10%) of his base salary through June 30, 2021.

Dr. Drake has a long and distinguished career in higher education, most recently as President of The Ohio State University (Ohio State) from 2014 until the previous week. Prior to his six years at Ohio State, his entire academic career has been in California, including as Chancellor of the University of California, Irvine and as the University of California Vice President for Health Affairs.

Dr. Drake received his A.B. from Stanford University and his M.D. from the University of California, San Francisco (UCSF) and completed the Harvard University Business School's

Advanced Management Program. His post-graduate training included an internship at the Martin Luther King, Jr. General Hospital in Los Angeles, a Residency and Fellowship at UCSF, and at Harvard Medical School's Massachusetts Eye and Ear Infirmary. He was certified by the National Board of Medical Examiners in 1976 and by the American Board of Ophthalmology in 1981.

Dr. Drake came to UCSF in 1979, serving in multiple academic and administrative roles including Chief, Vision Care and Research Unit, Beckman Vision Center, Interim Dean – Student Affairs and Senior Associate Dean for Admissions and Extramural Activities Programs, UCSF School of Medicine. In 1998, he was appointed the Steven P. Shearing Professor of Ophthalmology.

Dr. Drake was appointed the University of California Vice President for Health Affairs in 2000, where he oversaw education and research activities at UC's health sciences schools (medicine, dentistry, nursing, pharmacy, public health, optometry, and veterinary medicine) located on seven campuses as well as health-related systemwide special research projects.

In May 2005, Dr. Drake was appointed by the Regents to serve as Chancellor of the Irvine campus, where he served for nine years before becoming President at The Ohio State University. Under his leadership, UC Irvine's reputation as a top university was greatly enhanced. UCI rose to the top ten public universities in *U.S. News and World Report* and was ranked by *Times Higher Education* as the number one university in the U.S. under 50 years old. The four-year graduation rate increased by over 18 percent and undergraduate enrollment and diversity increased substantially. In addition, he oversaw the establishment of new highly ranked schools of law and education, as well as programs in public health, nursing, and pharmacy.

Dr. Drake's tenure at Ohio State was marked by record high applications, diversity, graduation rates, and research and donor support. He established several successful programs to increase access and affordability, including a tuition guarantee program, increased scholarships covering the cost of attendance, and grants to support middle- and lower-income students. Need-based financial aid increased by over \$200 million between 2015 and 2020. He spearheaded a digital learning and student success initiative focusing on educational innovation and student engagement to transform learning. In addition, during his tenure, Ohio State's Wexner Medical Center received national recognition for teaching, excellence in patient safety, and clinical outcomes.

Dr. Drake has published numerous articles and co-authored six books. He served as a reviewer for several medical journals, including the *Journal of the American Medical Association*, *Investigative Ophthalmology and Visual Science*, and the *American Journal of Ophthalmology*. Dr. Drake is a member of several national scientific and scholarly societies and has been the recipient of a number of awards for teaching, public service, mentoring, and research. These include the UCSF School of Medicine's Clinical Teaching Award, the Hogan Award for Laboratory Research, the Chancellor's Award for Public Service, the Martin Luther King Jr. Award for University Service, the UC Irvine Medal, and the University of California Presidential Medal.

Dr. Drake's extensive public service experience includes various roles for the American Medical Association, the National Eye Institute, the American Association of Medical Colleges, and multiple commissions on health in the State of California. In 1998, he was elected to the National Academy of Sciences' Institute of Medicine and in 2007 to the American Academy of Arts and Sciences. He is a past chair of the Board of Directors of the Association of American Universities and currently serves as a member of the Board of Directors for the Association of Public and Land-grant Universities, as Chair of the Board of Governors of the National Collegiate Athletic Association, as a member of the American Talent Initiative Steering Committee, and as a member of the Board of Directors of the Rock and Roll Hall of Fame.

Dr. Drake's commitment to diversity in medical education has been evident throughout his career in his university service, publications, and administrative policies and record. In 2004, Dr. Drake received one of the highest honors bestowed by the Association of American Medical Colleges, the Herbert W. Nickens, M.D., Award, in recognition of his tireless efforts to enhance diversity in the medical profession.

RECOMMENDATION

- A. The Regents' Special Committee to Consider the Selection of a President intends to recommend that Michael V. Drake, M.D. be appointed as President of the University of California, at 100 percent time, effective no later than August 15, 2020. Subject to academic personnel review, the San Francisco campus will process a request for Dr. Drake's appointment as a tenured, non-salaried professor at an above-scale rank, at zero percent time, at the University of California, San Francisco.
- B. The Governance Committee recommends to the Regents that, contingent upon and effective with Dr. Drake's appointment by the Regents as President of the University of California, the following items be approved in connection with that appointment:
 - (1) Per policy, an annual base salary of \$890,000, which will be funded by State sources.
 - (2) Per policy, University-provided housing while serving as President of the University.
 - (3) As an exception to policy, reimbursement or provision of temporary housing until University-provided housing is available.
 - (4) Per policy, reimbursement of actual and reasonable moving and relocation expenses associated with relocating Dr. Drake's primary residence as well as professional/scholarly books, records and equipment, including laboratory supplies in connection with the initial relocation to the San Francisco Bay Area, the following move to University-provided housing, and any subsequent move related to any change in University-provided housing, subject to the limitations under policy.

- (5) Per policy, when Dr. Drake leaves the position of President of the University of California, reimbursement of actual and reasonable expenses related to relocating household goods and personal effects, including his personal library, laboratory, and any other related equipment and materials to a location of his choice in California, subject to the limitations under policy.
- (6) Per policy, reimbursement of reasonable travel expenses for all business-related visits to the University prior to Dr. Drake's official start date, subject to the limitations under policy.
- (7) Per policy, an administrative fund will be established for official entertainment and other purposes permitted by University policy. Adjustments may occur annually as allowed by policy. Notwithstanding the provisions of University Policy G-28, Dr. Drake shall be authorized to utilize business and first-class air travel at his discretion, provided such expenses are managed within his administrative fund budget.
- (8) Per policy, standard pension and health and welfare benefits and standard senior management benefits including eligibility for senior manager life insurance and eligibility for executive salary continuation for disability (eligible after five consecutive years of Senior Management Group service).
- (9) As an exception to policy, Dr. Drake's years of prior service with the University of California will be recognized for purposes of vesting under the University of California Retirement Plan and for the service credit requirements for retiree medical benefits as an employee rehired after a break in service on or after July 1, 2013. Per policy, Dr. Drake's years of prior service with the University of California will also be recognized for the purpose of calculating vacation accrual.
- (10) Per policy, eligibility to participate in the UC Employee Housing Assistance Program, in accordance with all applicable policies when stepping down as President, if Dr. Drake assumes a tenured faculty position at a UC campus.
- (11) Per policy and contingent upon the San Francisco campus's approval of Dr. Drake's tenured academic appointment, eligibility to accrue sabbatical credits as a member of the tenured faculty, consistent with academic personnel policy. As an exception to policy, in recognition of Dr. Drake's prior University service, Dr. Drake shall be granted the equivalent of one year of sabbatical credits upon his appointment and shall be eligible for administrative leave in lieu of sabbatical at his full administrative salary after the completion of four years of service as President.
- (12) For any outside professional activities, Dr. Drake will comply with applicable Outside Professional Activity policies and reporting requirements.

COMPARATIVE ANALYSIS

Recommended Compensation

Effective Date: No later than August 15, 2020

Title: President of the University of California

Base Salary: \$890,000

Incentive Compensation: N/A

Target Cash Compensation:* \$890,000

Funding: State-Funded

Current Incumbent Data

Title: President of the University of California

Annual Base Salary: \$570,000

Incentive Compensation: N/A

Target Cash Compensation*: \$570,000

Funding: State-Funded

*Target Cash Compensation consists of base salary and, if applicable, incentive and/or stipend.

COMPETITIVE ANALYSIS

**PRESIDENT OF THE UNIVERSITY
(MRZ TITLE: PRESIDENT OF THE UNIVERSITY)**

Percentiles	MARKET REFERENCE ZONE FOR BASE SALARY				
	25 th	50 th	60 th	75 th	90 th
Market Data	\$617.9K	\$837.1K	\$911.2K	\$1053.2K	\$1413.0K
% Difference from Market	30.6%	5.9%	-2.3%	-15.5%	-37%

Survey Source: College and University Professional Association (CUPA) survey. CUPA reports base salary

The following shows the base salary and total cash compensation for Chancellors/Presidents at comparable public universities as reported in the Chronicle of Higher Education for Calendar Year 2018. The Chronicle has moved from fiscal year to calendar year reporting, and Calendar Year 2019 data has not yet been published:

Public Universities - AAU¹ (Base Salary – Highest to Lowest)		
Institution	Base Salary (Calendar Year 2018)	Total Comp (Calendar Year 2018)
Texas A&M University System	\$900,000	\$1,358,440
The University of Arizona System	\$834,615	\$934,646
University of Michigan System ²	\$823,981	\$848,505
University of North Carolina System	\$775,000	\$893,631
University of Washington System ²	\$724,473	\$1,071,083
University of Oregon System	\$675,000	\$782,285
University of Texas System ²	\$600,413	\$2,578,609
University of Kansas System	\$550,424	\$659,067
University of Missouri System ²	\$540,501	\$574,767
University of Wisconsin System	\$525,000	\$542,683

¹ System and/or one or more campuses are a member of AAU – Association of American Universities

² Also in CPEC List - California Post-Secondary Education Commission

The compensation described above shall constitute the University’s total commitment until modified by the Regents and shall supersede all previous oral and written commitments. Compensation recommendations and final actions will be released to the public as required in accordance with the standard procedures of the Board of Regents.

Submitted by: Chair of the Board of Regents Pérez