

**LEADERSHIP CHARACTERISTICS
PRESIDENT
UNIVERSITY OF ARIZONA**

THE ARIZONA BOARD OF REGENTS seeks as **PRESIDENT OF THE UNIVERSITY OF ARIZONA** a consummate leader, educator, and administrator. The successful candidate will be a visionary, who possesses the leadership skills necessary to guide a major, public research university in providing a high-quality learning environment, to advance its ambitious research goals and agenda, to provide business skills necessary to manage responsibly through difficult fiscal times, and to leverage the university to make a major positive difference in the state. The University of Arizona, a Land Grant institution, is a member of the Association of American Universities.

LEADERSHIP CHARACTERISTICS

The following qualities and qualifications are considered to be most desirable. Their order is not meant to imply their priority. The successful candidate will:

- Possess a thorough knowledge of the myriad academic and business issues facing the University of Arizona and higher education, with an ability to develop successful strategies to address these matters and the ability to make difficult decisions regarding critical issues facing higher education;
- Possess the ability to act as a change agent as necessary to make the university even stronger;
- Demonstrate a collegial leadership style that is marked by a highly communicative relationship with faculty, students, administrators, appointed personnel, staff, alumni, and community and business representatives.
- Possess the ability to work collaboratively with the other presidents as part of the Enterprise Executive Committee in collectively providing leadership to achieve Enterprise goals;
- Have the experience and ability to manage and maximize the human, financial, and capital resources of the University, and the ability to advocate passionately and effectively for the mission, vision, and goals of the UA;
- Demonstrate a commitment to (1) promoting and achieving a broad diversity of thought, background, ethnicity, and perspective among faculty, students, administrators, appointed personnel, and staff, and (2) assuring a campus climate that is welcoming and supportive to cultural, gender, racial, ethnic, and other elements of diversity;
- Have the ability to establish, empower, and inspire a skilled executive team to do great things as UA expands its connections in a global environment;
- Have the necessary level of experience, comfort and skill to interact with elected and community members at local, state, and national levels; and
- Understand the importance of the UA to the state, the Tucson community, and other Southern Arizona communities, and the need to significantly expand the UA's leadership role in addressing community and statewide issues; and
- Have the ability to advance economic development through university research endeavors, including taking an active role in moving UA products of discovery into the marketplace.

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EXPERIENCE AND BACKGROUND

- A strong record of scholarship, with academic credentials comparable to those of a tenured faculty member at a research university;
- A background of progressively responsible managerial or leadership positions in higher education, a large civic enterprise, or a substantial business enterprise;
- Experience in optimizing the collaboration of key constituents (such as faculty) to achieve a higher performing culture in the face of changing external conditions;
- Recognition of academic values and the principles of shared governance;
- A demonstrated record evidencing excellent business acumen and fiscal management;
- A strong commitment to student consultation;
- A commitment to ensuring access for students across the state;
- The ability to cultivate and strengthen relationships with alumni and the community by engaging them in the advancement of University goals;
- A demonstrated background in and commitment to promoting issues of diversity, including implementing policy and being inclusive of people at all levels of the enterprise;
- A proven record of leadership successes, including the ability to (1) identify, anticipate, manage and confront conflict and other difficult situations; and (2) make necessary, though possibly unpopular, changes;
- A record of mentoring and coaching others in their careers and of understanding the importance of cross-functional teamwork at all levels of the organization;
- A demonstrated ability to develop and implement strategic long-range plans comparable to those necessary to strengthen the University's effectiveness and national reputation, including an ability to advance UA initiatives in an international environment;
- A record of success in generating financial support from both the public and private sectors and accomplishing major fund-raising efforts;
- The ability to work with a public governing board and elected officials to advance the interests of the University;
- Experience building strong relationships at all levels of government and with the business community and an ability to link the University's strengths to the competitiveness of Arizona's business and government communities; and
- A reputation for having integrity, being forthright and worthy of respect, and having the confidence and capability to foster important changes while preserving the important capacities, commitments, and traditions of the University of Arizona.