

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 effectively guide a major, public research university in providing a high-quality learning environment and advancing its ambitious research goals and agenda. The University of Arizona, a Land Grant institution, is a member of the Association of American Universities.

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

LEADERSHIP CHARACTERISTICS

The successful candidate will:

- Possess a thorough knowledge of the myriad issues facing the University of Arizona and higher education, today and tomorrow, with an ability to develop successful strategies to address these matters (to develop these strategies, the president should have the ability to make difficult decisions regarding critical issues facing higher education).
- Possess a collegial leadership style that is marked by shared governance and a highly communicative relationship with faculty, students, administrators, appointed personnel, and staff;
- Exhibit highly developed interpersonal relations and communication skills;
- Be able to effectively articulate the mission, vision, and goals of the UA and rally support for the University's goals and needs;
- Recruit, develop, and retain faculty, staff, and administrators who are committed to excellence and diversity and cognizant that diversity is essential to excellence;
- 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;
- Be able to maximize the human, financial, and capital resources of the University;
- Be able to establish and empower a skilled executive team and inspire them to do great things as UA expands its connections in a global environment;
- Have the energy and stamina necessary to respond to the demands of a president of a major public university;
- Understand the importance of the UA to the state, the Tucson community, and other Southern Arizona communities; and continue its leadership role in addressing community and statewide issues and advancing economic development through its research endeavors, including a proactive role in moving UA products of discovery into the marketplace;
- Be able to interact well with community members at local, state, and national levels;

- Be self-confident, worthy of respect, and approachable, and be able to admit and correct mistakes; and
- Possess a keen awareness of the value of competition and cooperation.

EXPERIENCE AND BACKGROUND

- A strong record of scholarship, with academic credentials comparable to those of a tenured faculty member at a research university and a background as a published researcher and educator with an earned terminal degree;
- A background of progressively responsible managerial or leadership positions in higher education or a large civic or business enterprise, preferably with such experience in a research extensive university; talented individuals from inside or outside of academia will be considered.
- A proven ability to attract and retain outstanding faculty, students, administrators, appointed personnel, and staff;
- A proven record of leadership successes, including the ability to (1) identify, anticipate, appropriately prevent, manage and confront conflict and other difficult situations; and (2) make needed, 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 commitment to upholding academic values and the principles of shared governance;
- A strong record of seeking the opinions and meeting the needs of students;
- A demonstrated ability to develop and implement strategic long-range plans that strengthen the University's effectiveness and national reputation, including an ability to advance UA initiatives in an international environment;
- A demonstrated recognition of, and experience with, the heritage and value of the Land Grant institution in today's complex and global world;
- A demonstrated background in and commitment to promoting issues of diversity, including implementing policy and being inclusive of people at all levels of the University and its community;
- A demonstrated understanding of, and experience with, developing appropriate delivery mechanisms to ensure access for students, including through branch campuses in rural communities;
- A record of success in generating financial support from both the public and private sectors and accomplishing major fund-raising efforts;
- An ability to generate resources to take advantage of targets of opportunity;
- A demonstrated competence in working effectively with a citizen governing board and elected officials to advance the interests of the University;
- An established ability to build strong relationships at all levels of government and with the business community;

- An ability to articulate how to link the University's strengths to the competitiveness of Arizona's business and government communities;
- A reputation for effectively cultivating and strengthening relationships with alumni and the community and engaging them in the advancement of University goals; 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.