Position Specification

University of Arizona

Senior Vice President for Academic Affairs & Provost

December 2018

Private and Confidential
Position Specification

President Robert (Bobby) Robbins, with the advice and counsel of a Search Advisory Committee, invites applications and nominations for the University of Arizona’s Senior Vice President for Academic Affairs & Provost (Provost hereafter). Reporting directly to President Robbins, the Provost is the chief academic officer of the University, and as such, will be instrumental in guiding the future of the University of Arizona. The Provost will work closely with, and complement, the efforts of President Robbins.

The Role of the Provost

The Provost is expected to be the academic and scholarly leader of the University, with ultimate responsibility for all academic programs, operations, and initiatives. The Provost has primary oversight for all academic operations of the University, including faculty promotion and tenure, and administrative structures of colleges and centers, and all aspects of student affairs.

The Provost also will be responsible for the creation and implementation of programs in consonance with the University’s strategic plan. The Provost will guide the schools and colleges in light of the highly collaborative nature of the UA campus. The Provost will be responsible for appointment and evaluation of all direct reports. An organizational chart for the Provost’s office can be found in the first appendix.

Under the leadership of President Robbins, the University of Arizona has embarked on a process of reinvention, drawing from our historic strengths in hand with innovative future thinking. We also seek to further the collaborative, interdisciplinary spirit so important to our campus. We seek to enhance student performance, the standing of our scholarly programs in their respective communities, and the attainment of external support for these programs. In addition, it will be the responsibility of the Provost to work with the Senior Vice President for Health Sciences and the Senior Vice President for Research and Innovation to develop a collaborative vision for the academic and research enterprise of the University.

Qualifications and Competencies

The University of Arizona seeks candidates who have established a distinguished record of academic excellence in their own scholarly careers. The successful candidate should have had substantial, successful leadership experience demonstrated by quantifiable advancement of the organization they have led. In addition, candidates should be politically astute and understand that a position of this stature calls for an individual with outstanding judgment. This includes a transparent leadership style, and a tenure marked by strong relations with an active and committed faculty. We seek an individual who has had proven success in bringing transformative change to a large-scale academic community. A proven ability to work with academic leaders both on the faculty and in administration is required.

The University seeks a provost who has strong interpersonal skills, who will form strong ties to our alumni, donors, Board of Regents, and local community to advance excellence at the University. We also
seek an individual who has a track record of success in major fundraising campaigns, who shares the University’s commitment to joining the ranks of the nation’s globally oriented universities. The Provost should have a desire to facilitate continued cross-college and interdisciplinary collaboration, empower and inspire faculty to be excited about new campus initiatives, and set an example for the value of a multicultural campus and how it contributes to the overall excellence and attractiveness of the University. The candidate should appreciate the University’s unique location in the Southwest and its designation as a Hispanic Serving Institution and American Indian Alaska Native Serving Institution.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting and Implementing Strategy
- The capacity to understand the complex organizational landscape and the ability to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- The ability to create and articulate an inspiring vision for the University in all areas of the academic enterprise. This includes attracting and retaining exceptional faculty.
- The ability to seek and integrate diverse viewpoints from across the entire campus.
- An unwavering commitment to diversity and inclusion on campus. This entails implementing strategies in which diversity is a central motivating force rather than a theme one hopes is supported.

Executing for Results
- The ability to set clear and challenging goals that commit the organization to improved performance.
- A commitment to rigorous reviews of administrative units (colleges, departments, centers, and institutes) with the understanding that change may be necessary.
- A willingness to engage in thoughtful risk-taking while seeking input and data from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- An unwavering degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent, consistent, and timely manner while always considering what is best for the University.
- Understanding of the broad scholarly mission of the University – ranging from STEM research, to scholarly writing, to artistic performance and creative production.

Leading Teams
- The ability to attract, recruit and retain top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others. An individual who demonstrates a generosity of spirit will be deemed an ideal candidate.
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- A leader who is self-reflective and aware of the boundaries of his/her knowledge. One who leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence
- An ability to engender community engagement both in Tucson and across the state.
- A desire and capacity to reach out on a broader level to diverse constituencies than is currently possible.
- An ability to naturally connect and build strong collaborative relationships with others, demonstration of strong emotional intelligence as well as clear and persuasive communication skills.
- Demonstration of an appropriate understanding of and enthusiasm for all the scholarly areas of the University.

Relevant Experience
- Has demonstrated career progression that has prepared him/her for a position of this scope, complexity, and scale.
- Has demonstrated experience working with leadership of colleges, institutes, centers of excellence, or other mission critical entities as appropriate.
- Has demonstrated experience in fiscal management.
- Has demonstrated experience in fundraising.
- Has demonstrated experience in advancing a diverse faculty and fostering an inclusive environment for teaching, learning, and scholarship.

Background Information

The University of Arizona

Established in 1885, the University of Arizona, the state's land-grant university, is a member of the prestigious Association of American Universities. Recognized as a global leader, and classified as a Carnegie R1 institution, UA conducts more than $600 million in research and development activities each year and is currently ranked in the top 25 among all public universities surveyed. The UA is advancing the frontiers of interdisciplinary scholarship and entrepreneurial partnerships, currently benefiting the state with an estimated economic impact of $8.3 billion annually. With a total faculty of 3,144, UA currently enrolls 32,987 undergraduate students in more than 300 majors, in addition to 9,249 graduate and professional students. UA’s undergraduate, graduate, and professional programs are in the following Colleges.

- College of Agriculture and Life Sciences
- College of Architecture, Planning and Landscape Architecture
- College of Education
- College of Engineering
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- College of Fine Arts
- Graduate College
- Honors College
- College of Humanities
- Colleges of Letters, Arts and Science
- College of Social and Behavioral Sciences
- Eller College of Management
- James E. Rogers College of Law
- College of Medicine - Phoenix
- College of Medicine - Tucson
- College of Nursing
- College of Optical Sciences
- College of Pharmacy
- Mel and Enid Zuckerman College of Public Health
- College of Science
- University of Arizona South
- College of Veterinary Medicine

A complete list of the University of Arizona’s Colleges and Schools can be found here: https://www.arizona.edu/colleges-schools

The University is embarking on a new strategic plan, inspired by the changes associated with the 4th Industrial Revolution and the need to prepare students to live in this new era. The plan is organized around five broad focus areas, conceptualized as pillars, which act as a roadmap for the future. The broad areas are:

1. **The Wildcat Journey: Driving student success for a rapidly changing world**
   UA will build a diverse and high-potential student body, providing students with an integrated support ecosystem, the skills and mindsets to lead in the 4th Industrial Revolution, and an affordable degree that launches them to a fulfilling life after graduation.

2. **Grand Challenges: Tackling critical problems at the edges of human endeavor**
   UA will be a preeminent research institution that fully leverages 4th Industrial Revolution advancements to lead in the areas of space, natural and built environments, health and human wellness, and intelligent systems.

3. **The Arizona Advantage: Driving social, cultural, and economic impact**
   UA will become a leading Hispanic and American Indian Alaska Native Serving Institution and arts and humanities destination that fully embraces collaboration to fuel social impact, cultural development and economic growth.
4. **UA Global: Engaging the world**
   
   UA will set a new standard of engagement by embracing global partnerships and expanding access to global experiences for students.

5. **Institutional Excellence**

   Ensuring UA lives its values and innovative culture to enable a high performing academic and administrative enterprise.

More information about the strategic planning process and the plan can be found at [https://strategicplan.arizona.edu/](https://strategicplan.arizona.edu/)

### Tucson

Tucson, located in a valley surrounded by five mountain ranges, is a great place to live and enjoy the influence of multiple cultures, the amenities and atmosphere of a major university, desert and mountain landscapes, and year-round outdoor sports and activities. Tucson has a rich history that is influenced by its proximity to Mexico and the presence of 21 federally recognized Indian Tribes in Arizona. Today a bustling urban center of nearly a million residents, Tucson is also the oldest continuously inhabited settlement in North America, with traces of centuries-old Hohokam communities still visible in petroglyphs throughout the region.

Set in the lush Sonoran Desert only 65 miles from Mexico and surrounded by mountains, forests, monuments, and national parks, this unique environment is famous for mild winters, stunning sunsets, outdoor adventures and a multicultural population that reflects the rich diversity of the Southwest. With 350 days of sunshine annually, Tucson and surrounding Southern Arizona is an ideal place for hikers, bikers, swimmers, triathletes, tennis players and golfers. The city is also a thriving hub of economic and commercial activity in the Greater Southwest, home to numerous medical and research centers and a site for high technology industries, from optics to film.

Beyond technology and the great outdoors, Tucson is well known for its rich cultural offerings, including opera, theatre, ballet, mariachi festivals, rodeo, the Kitt Peak National Optical Astronomy Observatory, the historic San Xavier Mission and world-class museums, including the Arizona-Sonora Desert Museum, the Center for Creative Photography, the Pima Air and Space Museum, and the Tucson Museum of Art. Most recently Tucson was designated as the United States’ first City of Gastronomy by UNESCO, The United Nations Educational, Scientific and Cultural Organization.
Application/Nomination Procedure

The Search Advisory Committee, co-chaired by Dr. Carol Barnes, Director of the Evelyn F. McKnight Brain Institute and Regents’ Professor of Psychology, and Dr. Michael Dake, Senior Vice President for Health Sciences, invites inquiries, nominations, and applications for the position of Senior Vice President for Academic Affairs & Provost at the University of Arizona. President Robbins and the Search Advisory Committee are partnering in this search with Russell Reynolds Associates; the Russell Reynolds Associates team is being led by Drs. Charles Falcone and Ilene H. Nagel.

Prospects nominated and/or those who wish to be considered by the Search Advisory Committee should provide an electronic version of their curriculum vitae as well as a brief bullet point summary of administrative roles they have held and their accomplishments in each.

Confidential review of nominations and expressions of interest will begin immediately. To be ensured full consideration, email a curriculum vitae and supporting materials to Russell Reynolds Associates at UA.Provost@russellreynolds.com.

The University of Arizona is an equal opportunity, affirmative action institution. The University does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or genetic information in its programs and activities.
Russell Reynolds Associates Contact

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Appendix I: Organizational Chart
Office of the Senior Vice President for Academic Affairs & Provost
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### Appendix II: Search Committee Membership

**Co-Chairs:**
- **Carol Barnes**  
  Director, Director, Evelyn F. Mcknight Brain Institute & Regents’ Professor of Psychology
- **Michael Dake**  
  Senior Vice President for Health Sciences & Professor of Medical Imaging, Surgery, and Medicine

**Members:**
- **Colin Blakely**  
  Director, School of Art & Professor of Art
- **Teresa Graham Brett**  
  Associate Dean of Students
- **Sue Brown**  
  Department Head & Professor of Management and Information Systems
- **Monica Casper**  
  Associate Dean for Faculty Affairs and Inclusion, College of Social and Behavioral Sciences & Professor of Gender and Women's Studies
- **Albrecht Classen**  
  Professor of German Studies
- **Erica Corral**  
  Associate Professor of Materials Science and Engineering and BIOS Institute
- **David Cuillier**  
  Director and Associate Professor of Journalism
- **Alison Hawthorne Deming**  
  Professor of English
- **John Ehiri**  
  Department Chair, Health Promotion Sciences & Professor of Public Health
- **John Hildebrand**  
  Regents’ Professor of Neuroscience & Biochemistry/Molecular Biophysics
- **Fernando Martinez**  
  Director, Asthma / Airway Disease Research Center & Regents’ Professor, Pediatrics
- **Toni Massaro**  
  Regents' Professor, Milton O. Riepe Chair in Constitutional Law, and Dean Emerita
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<thead>
<tr>
<th>Name</th>
<th>Position and Affiliation</th>
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<tbody>
<tr>
<td>Natalynn Masters</td>
<td>Undergraduate Student, Africana Studies and Sociology</td>
</tr>
<tr>
<td>Victoria Murrain</td>
<td>Assistant Dean, Graduate Medical Education, College of Medicine – Tucson &amp; Associate Professor of Family and Community Medicine</td>
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<tr>
<td>Marcia Rieke</td>
<td>Associate Department Head and Regents’ Professor of Astronomy</td>
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<tr>
<td>Andrea Romero</td>
<td>Professor of Family Studies &amp; Human Development</td>
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<tr>
<td>Jerzy Rozenblit</td>
<td>University Distinguished Professor of Electrical and Computer Engineering, Raymond J. Oglethorpe Endowed Chair &amp; University Distinguished Professor of Surgery</td>
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<tr>
<td>Steve Schwartz</td>
<td>Regents’ Professor of Chemistry and Biochemistry &amp; BIOS</td>
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<td>Jessica Summer</td>
<td>Associate Professor of Teaching/Learning and Sociocultural Studies</td>
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<td>Dustin Tran</td>
<td>Graduate Student, Biomedical Engineering and Optical Sciences</td>
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<td>Paul Tumarkin</td>
<td>Senior Manager, Marketing and Communications</td>
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