



THE OPPORTUNITY FOR THE 23rd PRESIDENT OF THE UNIVERSITY OF ARIZONA

Position Profile

The Arizona Board of Regents invites applications and nominations for the 23rd president of the University of Arizona. In leading Arizona's land-grant university, the next president must be a visionary and effective servant-leader with the ability to lead the institution through a critical period of transition. As the U of A's president, this individual will be well-positioned to guide the university through the development of a unifying and powerful vision for the future that will capitalize on the U of A's myriad strengths and passionate community.

Established in 1885 and synonymous with academic and research excellence, the U of A is the state's land-grant university and is recognized as a Carnegie R1 institution and a Hispanic Serving Institution (HSI). As a member of the Association of American Universities with more than \$955 million in research and development activity in fiscal year 2023, as ranked by the National Science Foundation, the U of A is recognized for advancing interdisciplinary scholarship and entrepreneurial partnerships. With a total faculty of 3,144 and 3,744 staff, the U of A currently serves more than 40,000 undergraduate students and more than 10,000 graduate and professional students.

As a land-grant institution, the U of A has a critical role in creating an inclusive campus climate that is supportive of all the communities it serves and respectfully recognizes that the university is on the land and territories of Indigenous peoples. Thus, the university strives to enhance Native student and faculty experiences with a focus on increasing access to higher education, supporting student persistence and graduation, and building sustainable relationships with sovereign Native Nations and Indigenous communities through [education offerings, partnerships and community service](#).

The U of A is committed to improving and enriching the lives of those residing in Arizona through accessible education and training, groundbreaking research, and unique outreach and engagement programs within the communities it serves. With an estimated economic impact of \$8.3 billion annually, the U of A's reach spans well beyond the university. Driven by a culture of service, principles of diversity and inclusion, and an entrepreneurial mindset embedded in its campus culture, the U of A empowers researchers and students by removing academic boundaries and connecting diverse minds to focus both on the big questions and practical solutions to real-world problems — from developing drought-resistant crops and optimizing urban infrastructure to providing workshops on sustainability or translating cutting-edge discoveries into patented intellectual property that transforms into products available in the marketplace. Through impactful research, accessible education and partnerships with local stakeholders, the U of A addresses the challenges faced both by Arizonans and across the globe.

As a multi-dimensional R1 university, the U of A provides students with the opportunity to engage with leading-edge faculty and world-class research opportunities that span the academic spectrum. Students benefit from hands-on experiences and mentorship that prepare them with the skills and mindset necessary to be highly competitive in the workforce and

contribute to solving societal challenges. Whether through research in the lab, artistic expression on the stage or even launching an entrepreneurial venture, students acquire critical collaboration, communication and problem-solving skills both in and out of the classroom through their participation in exciting, immersive and global experiences.

The University of Arizona Global Campus (UAGC) also offers over 50 associate, bachelor's, master's and doctoral degree programs. Through accelerated online classes, UAGC students hone the skills needed to succeed in their field. UAGC students are part of the U of A's community of students and alumni who support each other from game day to graduation and beyond. For more information about the UAGC, please visit <https://www.uagc.edu/>.

The U of A is also closing in on its \$3 billion dollar Fuel Wonder fundraising campaign. Fuel Wonder aims to harness the power of philanthropy and fuel the spirit of wonder that creates a holistic student experience that increases equity and access, advances medical research and scientific breakthroughs that change lives, and sparks creative inquiry that enriches the broader community.

For more information, please visit the [University of Arizona](#) and the [University of Arizona Health Sciences](#).

Institutional Priorities

The U of A's next president will have the extraordinary challenge and opportunity to create stability while leading an ambitious institution dedicated to academic and research excellence, student success and community service. The university seeks a forward-thinking leader who will unite the campus community, inspire innovation and reestablish a high level of trust and confidence between the university administration and its many constituents. The next president will have a passion for the university's mission and be zealous in promoting its many strengths and storied past, and leveraging its full potential.

Among the many opportunities to impact the local community, state, nation and world, the next president will provide the leadership necessary to successfully address the following critical areas and priorities:

- **Promote Excellence** – In serving as the U of A's most ardent champion, the new president must understand, appreciate and embody the university's [purpose, mission and values](#). The president must aggressively promote inclusive academic, research and teaching excellence across all academic disciplines and strengthen the U of A's identity and reputation by building upon these shared ideals. The president will be expected to articulate what is core to the institution, its needs, and how the university can further engage and serve the region, the state and the nation.
- **Build a Culture of Communication, Transparency and Collaboration that Builds Trust** – The president will be expected to foster a culture committed to effectively and proactively communicating with the wide range of internal and external constituents in a manner that promotes transparency and collaboration. To be successful, the next president must be an individual who values collegiality and diversity of thought and is adept at empowering others and effectively delegating responsibility while maintaining a high level of accountability.

- **Support the U of A's Shared Governance Environment** – The U of A's president will join an institution that is home to an engaged and dedicated faculty that welcomes the opportunity to play a visible role in problem-solving, goal setting and community building. The president must be committed to the principles of shared governance and must foster a transparent and inclusive environment in which the administration listens to and acknowledges the faculty's perspective on the university's current and future direction, and opportunities for the U of A's continued academic and research excellence and prominence.
- **Enhance the Student Experience** – The U of A is an institution deeply dedicated to the success of its students and has made great efforts to meet their needs as they pursue academic, career and life goals. As a passionate advocate for student success, the next president must possess a deep, personal dedication to enhancing the U of A's educational environment and fostering an overall experience that is positive, supportive and engaging for all.
- **Facilitate a Compelling Global Vision for the Future** — The U of A's next president, in collaboration with faculty, staff, students and other key stakeholders throughout the world, will craft a bold vision for the university's future. The president will have the unique opportunity to lead an institution that has a history of success, but is now prepared to explore new opportunities and initiatives that will fuel its upward trajectory and enhance its reputation as one of the world's leading research universities.
- **Promote a Welcoming and Inclusive Environment** – The U of A's faculty, staff and students have historically demonstrated a strong commitment to the tenets of diversity, equity and inclusion. In addition, the university is one of the nation's leading Hispanic-Serving Institutions with significant commitments in place and a commitment to building sustainable relationships with sovereign Native Nations and Indigenous communities. The president must possess a strong passion and demonstrated commitment for nurturing an environment that promotes inclusivity and welcomes communities that have not previously engaged with the university.
- **Lead the U of A's Expansive Academic Enterprise** – The president must possess a high level of intellectual curiosity for and appreciation of the U of A's numerous academic units and their unique contributions to promoting academic and research excellence. The president must demonstrate a willingness to invest time in learning about the attributes and needs of each academic unit and work in partnership with the university's faculty and leadership team to identify strategies for supporting innovation and achieving their respective visions.
- **Promote Philanthropic Efforts** – To ensure the U of A meets its future goals, the next president must be a talented and engaging storyteller for the university when securing philanthropic gifts, inspiring continued investment from local and federal sources, and engaging the U of A's significant alumni base.
- **Support and Engage Students** – As a passionate advocate for student success, the next president must have a willingness to regularly engage and have discussions with students representing the U of A's student body, including undergraduate and graduate student government and resource centers. The president should have a regular

presence with students on campus and in other venues to build trust and strengthen communications.

- **Develop New Revenue Streams** – The president will catalyze the next generation of innovative strategies for developing new revenue streams that capitalize on the university's many intellectual assets, real estate portfolio, technology transfer opportunities and strategic partnerships. The president will have the opportunity to partner with leaders of key stakeholder groups to enrich their understanding of the importance of higher education and the impact the U of A has on the communities it serves.
- **Enhance Community Engagement** – As a visible member of Tucson's vibrant community, the next president will step into a role that will provide a significant platform for engaging stakeholders in the region, including PK-12 and community college administrators, community leaders, tribal leaders, elected officials, and executives from nonprofit organizations and industry. The president will inspire new opportunities for interdisciplinary and interprofessional initiatives and maximize the U of A's collective intellectual capital and resources to serve Tucson and the broader community while taking advantage of the city's many impressive components. In doing so, the U of A's president will promote and strengthen the university's identity as a vibrant community partner with a shared sense of mission among all community constituents.
- **Capitalizing on the Unique Attributes of the U of A's Academic and Health Sciences Enterprises** – The U of A's next president will take the helm of a university that is home to both a significant academic and health sciences enterprise — each with their own goals and vision for the future, yet possessing a shared commitment and passion for the university's mission, heritage and dedication to serving its community. The president will explore strategies for developing and implementing a cohesive plan that promotes cross-university collaboration while showcasing each enterprise's unique attributes and strengths.
- **Recruit, Retain and Develop Faculty and Staff** – The U of A's next president will lead an academic enterprise encompassing multiple and complex academic and administrative units. The success of these units relies heavily on the university's deeply dedicated and talented faculty and staff. Therefore, the president must foster an institutional culture that values and supports the well-being and professional development of all.
- **Strategically Manage Resources** – As a public institution committed to serving the public good in an environment of limited resources, the president must couple thoughtful, collaborative processes with strategic, decisive action to capitalize on current and future opportunities. This will require the clear identification and articulation of institutional priorities, the implementation of sound business and financial practices, the reduction of inefficiencies, and the allocation of resources in a disciplined, transparent and strategic manner.