



Senior Vice President for Academic Affairs & Provost Position Profile

The University of Arizona invites inquiries, nominations, and applications for the position of Senior Vice President for Academic Affairs & Provost (SVPAA & Provost). Reporting directly to the President, the SVPAA & Provost will serve as the University's chief academic officer and be instrumental in guiding the future of the University.

The University

Established in 1885, the University of Arizona (UA) is the state's land-grant university and a member of the prestigious Association of American Universities (AAU). Recognized as a global leader and classified as a Carnegie R1 institution and a Hispanic Serving Institution (HSI), UA conducts more than \$955 million in research and development activities each year and is currently ranked in the top 25 among all public universities surveyed. Advancing the frontiers of interdisciplinary scholarship and entrepreneurial partnerships across the board, UA currently benefits the state with an estimated economic impact of \$8.3 billion annually. With a total faculty of 3,144, UA currently serves more than 40,000 undergraduate students and over 10,000 graduate and professional students. UA offers more than 300 majors and provides undergraduate, graduate, and professional programs in the following Colleges and Schools:

- College of Agriculture, Life & Environmental Sciences
- College of Architecture, Planning and Landscape Architecture
- College of Education
- College of Engineering
- College of Fine Arts
- Graduate College
- W. A. Franke Honors College
- College of Health Sciences
- College of Humanities
- College of Applied Science & Technology
- 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
- Wyant College of Optical Sciences
- R. Ken Coit College of Pharmacy
- Mel and Enid Zuckerman College of Public Health
- School of Information
- College of Science
- College of Veterinary Medicine

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 UA's community of students and alumni who support each other from game day to graduation day and beyond. For more information about the UAGC please visit: <https://www.uagc.edu/>.

UA 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 makes UA such a special place for transforming lives and investigating novel research. For more information about the University of Arizona, please visit: <https://www.arizona.edu/colleges-schools>.

Position Summary

The SVPAA & Provost will serve as the academic and scholarly leader for the University, with responsibility over all academic programs, operations, and initiatives. The SVPAA & Provost will have the primary oversight for all the University's academic operations, including faculty promotion and tenure, administrative structures of colleges and schools, and all aspects of student affairs.

The SVPAA & Provost will also oversee the creation and implementation of programs in consonance with the University's strategic plan. The SVPAA & Provost will guide the schools and colleges in light of the highly collaborative nature of the UA campus and to promote our shared values of excellence, access and interdisciplinarity. The SVPAA & Provost will also be responsible for appointment and evaluation of all direct reports. For further information about the SVPAA & Provost's direct reports, please visit: <https://provost.arizona.edu/people/reporting-units>.

Student affairs and campus services are shared across three divisions: Enrollment Management, Campus Life, and Student Success & Retention Innovation, and include Dean of Students, on-campus housing, a 24/7 student emergency and crisis response rotation, Campus Health Services (medical, physiological and preventative services), Campus Recreation, academic tutoring and support, and a variety of retention initiatives, as well as several auxiliary units that sustain their operations and support the University. This area is also responsible for the University's compliance with the Americans with Disabilities Act (ADA).

Under the President's leadership, the University of Arizona has embarked on a process of reinvention, drawing from historic strengths in hand with innovative future thinking. The SVPAA & Provost will seek to further elevate the collaborative nature of the campus, enhance student performance, the standing of its scholarly programs in their respective communities, and the attainment of external support for these programs. In addition, the SVPAA & Provost will also work with the Senior Vice President for Business Affairs and Chief Financial Officer, the Senior Vice President for Health Sciences, and the Senior Vice President for Research and Innovation to develop a collaborative vision for the University's academic and research enterprise.

For additional information about the University of Arizona's administrative organization, please visit: <https://www.arizona.edu/university-administration-governance>.

Challenges and Opportunities

The SVPAA & Provost will play a key leadership role in guiding the advancement of several strategic priorities that exemplify the University's mission of education, research, and service. The SVPAA & Provost will also engage with a wide range of community members across the University and serve as a champion and active participant in facilitating the success of faculty, staff, and students. With this in mind, the SVPAA & Provost will be well-positioned to address the following opportunities and challenges:

- **Leading Through a Significant Period of Transition** – The SVPAA & Provost will join UA at a crucial juncture in its history and must be prepared to lead the Office of the Provost in supporting the campus community as it navigates current and future challenges. In doing so, the SVPAA & Provost will be critically and uniquely situated to guide UA's continued evolution as it strives to meet the needs and expectations of an increasingly diverse student body and the campus community. To capitalize on this opportunity, the SVPAA & Provost must actively collaborate with campus stakeholders to develop a thoughtful and comprehensive plan for securing UA's success today while maintaining an eye toward the University's future and its continued success.

- **Unifying, Supporting, and Guiding UA's Community** – The SVPAA & Provost will play a key role in unifying, guiding, and supporting the University community to fulfill UA's land-grant mission in furtherance of growing and deepening its impact. In doing so, the SVPAA & Provost will champion and steward the enhancement of the University's teaching, research, outreach, and service missions. This includes building institutional capacity to support interdisciplinary and cross-campus partnerships (including in the arts, humanities, and social sciences disciplines), fostering an environment that promotes belonging and inclusion, and encouraging new pedagogical methods and innovative teaching.
- **Communication and Transparency** – The SVPAA & Provost will be expected to foster a culture committed to effectively and proactively communicating with the wide range of internal and external constituents the University serves. Moreover, the SVPAA & Provost will be able to take advantage of the full breadth of the University's academic enterprise and the perspectives provided by faculty within these areas in creating an environment that recognizes and appreciates all its current colleges and schools, and its unique blend of programs and opportunities for impact regionally, nationally, and internationally. Therefore, the SVPAA & Provost must possess strong listening skills that lead to measured action, engage stakeholders in meaningful discussions, and be open to providing information about the decision-making process and how decisions will affect University stakeholders as it strives to address challenges and achieve its goals.
- **Commitment to Shared Governance** – The next SVPAA & Provost will lead a diverse and engaged faculty and staff from many academic disciplines and with a strong commitment to shared governance. To succeed, the SVPAA & Provost must demonstrate a high level of intellectual curiosity, a collaborative spirit, a strong commitment to promote all the current colleges and schools, and a willingness to learn about the strengths and needs of UA's academic units, honor the past, and envision the future of higher education. Further, the SVPAA & Provost must be committed to fostering a transparent and inclusive environment that exemplifies the principles of shared governance. Critical actions that demonstrate this commitment include listening to and acknowledging faculty, staff, and student perspectives on the University's direction, and the issues that impact them and their communities, and using this feedback to guide opportunities and decisions that support UA's continued academic and research excellence and prominence. The SVPAA & Provost must also engage actively and productively with UA Health Sciences to understand and advance the unique needs of faculty, staff, and students within a large, complex academic medical enterprise.
- **Developing a Long-Term Plan for Financial Stability** – As the national higher education landscape continues to evolve and become more competitive, the SVPAA & Provost will be charged with strategically managing resources and balancing competing priorities to support current and future academic programs and offerings. As chief academic officer, the SVPAA & Provost must work in close collaboration with stakeholders across the University, including the chief financial officer, deans, other senior administrators, faculty, staff, and students, to chart a course for the future that incorporates the prioritization of resources, measured risk-taking, and strategic investment in developing a long-term plan for UA's future financial stability.
- **Leading a Large and Diverse Organization** – The SVPAA & Provost will oversee an organization comprising a broad and diverse range of academic and administrative units within the Office of the Provost. This will require the ability to lead, partner, delegate, and empower staff within the Division. The SVPAA & Provost will provide the leadership necessary to foster an environment that encourages innovation, values collegiality, promotes collaboration, and rewards success. Moreover, the SVPAA & Provost must be

committed to supporting the professional development of UA's faculty and staff and creating pathways and opportunities to become leaders in their respective fields.

- **Fostering a Dynamic and Collaborative Environment** – The SVPAA & Provost will be charged with assessing UA's goals for the future and supporting and enhancing the Office of the Provost's leadership team to meet these needs while fostering an institutional culture built on trust, collaboration, accountability, and transparency. To be successful, the next SVPAA & Provost must be an individual who values collegiality and diversity of thought and must be adept at empowering others and effectively delegating responsibility to senior leadership team members. By fostering an environment that promotes open communication and collaboration in addressing the University's needs and pursuing its goals, the SVPAA & Provost will be a visible and highly interactive figure in setting the standard for leadership and collegiality.
- **Supporting Student Learning and Success** – In close partnership with UA's senior leadership and campus community, the SVPAA & Provost will build upon the University's foundational efforts toward ensuring student success and amplifying its commitment to providing an education that prepares a diverse student body, consisting of undergraduate, transfer, graduate, professional, first generation, and veteran students from the state of Arizona, across the nation, and around the world. The SVPAA & Provost will also strengthen efforts to recruit, retain, guide, and support students who study across disciplines, locations, and teaching modalities (in person, hybrid, and online). To advance UA's work toward these important goals, the SVPAA & Provost must be a dedicated leader who shares our fundamental values and has a deep, personal commitment to supporting student success.
- **Supporting Student Development and Contemporary Trends** – Student behaviors and dynamics are consistently changing. Since the pandemic, students report feeling less prepared for University life and report more issues with mental health. The next SVPAA & Provost in collaboration with faculty and key student affairs and student services colleagues should cultivate a campus climate, inside and outside the classroom, that is developmentally appropriate and supportive of and responsive to students' changing needs.
- **Supporting Research and Service for Impact** – UA's next SVPAA & Provost will assume a key leadership role at an institution committed to further accelerating excellence in its research efforts, creative activity, and community impact through fostering a culture of curiosity, collaboration, and ambition. With this in mind, the SVPAA & Provost must be prepared to capitalize on the University's historical successes in these activities. The SVPAA & Provost must identify and implement strategies that guide UA's journey toward further addressing the future of teaching, learning, and research and expand upon its existing strengths while creating new and ambitious opportunities to increase its service to the greater good.
- **Advancing Diversity, Equity, and Inclusion** – UA's SVPAA & Provost must be experienced, deeply committed to, and have a proven track record of promoting and addressing diversity, equity, and inclusion issues in higher education. The SVPAA & Provost must embrace and be prepared to leverage UA's status as a Hispanic-Serving Institution, Minority-Serving Institution, and multilingual institution in supporting members of underrepresented populations from all groups to achieve their personal and professional goals while creating the opportunity to further intellectual and emotional growth, community empowerment, and social justice.

- **Working with a Dynamic Leadership Group** – The new SVPA & Provost must be a creative problem-solver who is genuinely enthusiastic about joining an environment that promotes forward-thinking, innovation, access, multilingualism, international impact, and interdisciplinary collaboration across the disciplines, including the arts, humanities, and social sciences. The Office of the Provost’s senior leadership team is a strong, dynamic, and collaborative group of administrators deeply dedicated to supporting UA’s myriad stakeholders in a highly collaborative, research-intensive university environment. The SVPA & Provost will lead this group of skilled administrative leaders seeking to break through silos and embrace collaboration, wisely allocate resources, and identify new opportunities for success.
- **Promoting the University’s Role in Arizona** – As one of UA’s most ardent champions, the SVPA & Provost will bring to the position a resonance with and understanding of its land-grant mission; regional, national, and international impact; and a deep commitment to advancing endeavors in teaching, research, access, and service. The SVPA & Provost must serve as an advocate and spokesperson for the University in further defining its role as an academic, social, and economic driver in the region, bringing clarity to the University’s unique role within the state as its land-grant institution and inspiring enthusiasm and confidence in UA’s efforts and contributions toward improving the lives of its stakeholders.

Qualities and Characteristics

UA seeks a SVPA & Provost with strong interpersonal skills who will form strong ties to the alumni; donors; Board of Regents; and local, national, and international communities to advance the University’s commitment to academic excellence. UA also seeks an individual who has a track record of success establishing strategic partnerships and shares the University’s commitment to joining the ranks of the nation’s globally oriented universities. The SVPA & Provost must have a desire to facilitate continued cross-college and interdisciplinary collaboration, empower and inspire faculty to be excited about new campus initiatives, and be able to communicate the value of a multicultural and multilingual 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.

In addition, the ideal candidate will demonstrate:

- Tireless energy and tenacity along with the commitment, ability, and temperament needed to serve in the high-profile and critical leadership role of guiding the University’s academic vision and supporting enterprise.
- A passion for the University’s public mission, vision, and values as demonstrated through an authentic, collaborative, and inspirational leadership style.
- A demonstrated commitment to and experience with advancing diversity, equity, inclusion, and access across the University.
- Superior diplomatic and interpersonal skills, including intercultural competence, an ability to listen, solve problems, handle conflict and ambiguity, and make and explain difficult decisions.
- The ability to earn respect and trust across constituencies and levels of the organization.
- A deep commitment to fostering an academic environment that values, promotes, and champions excellence and appreciates the diverse array of scholarly research and creative activities across the campus.
- The ability to work productively, effectively, and efficiently with the president, chief financial officer, deans, senior vice presidents and vice presidents, heads and directors,

vice provosts, Faculty Senate, and other academic leadership to promote the University of Arizona's academic vision.

- A commitment to promoting interdisciplinary programs and research as well as identifying and eliminating impediments to effective interdisciplinary initiatives.
- The ability to be a collegial, effective, and supportive developer of talent that promotes and supports innovation across the University.
- The ability to envision, articulate, and implement strategic goals, establish assessment mechanisms, and re-align resources as necessary to maximize efficiency without compromising quality.
- The ability to develop, strengthen, and leverage new and existing internal and external relationships and partnerships that result in a network of productive and high-impact collaborations.
- The ability to promote and strengthen the University of Arizona's identity by fostering a shared sense of mission and culture among all University constituents.
- The ability to integrate various University strengths and resources to determine creative strategies for increasing University of Arizona's impact, profile, and academic standing.
- A commitment to promoting excellence in teaching and scholarship.

Qualifications

UA seeks a SVPA & Provost with exemplary academic achievements, together with strategic leadership ability, outstanding interpersonal and communication skills, and commitment to support the mission of the University. The successful candidate must exhibit the following skills and qualities:

- A strong academic record that merits appointment at the rank of full professor with tenure within one of the colleges or schools at the University of Arizona.
- Substantial administrative leadership experience at a research university (i.e., school director, academic dean, Vice President for Research, etc.).
- Demonstrated experience and excellence in teaching.
- A strong record of strategic leadership in academic planning and development.
- A demonstrated commitment to advancing inclusive excellence across all levels of the institution.
- A strong commitment to shared governance.
- A record of achievement in growing and working effectively with a diverse academic community.
- Proven success in strategic planning, budgeting, and resource management.
- The ability to recruit, develop, and retain world-class scholars.
- An appreciation of the education, research, and service mission of a major research university.
- The capacity to lead the academic enterprise through cultural change.
- Ability to work with local governments and community partners to identify specific broad community needs and provide programming to meet those needs.
- Intellectual curiosity about and sensitivity to a wide range of academic disciplines, interests, and constituencies represented at UA and a deep commitment to diversity as part of its public mission.
- Ability to communicate effectively and persuasively, as well as strong collaborative skills.
- Ability to engage with industrial and governmental partners to create opportunities for faculty, students, and staff.
- A demonstrated commitment and experience promoting diversity, equity, and inclusion across all aspects of the University.
- Energy and creativity, along with the commitment, ability, and temperament needed to serve in the high-profile and critical leadership role of guiding the University's academic mission and strategic resource allocation.

- Demonstrated commitment to international students and scholars, research/study abroad, and to advancing internationalization.
- Deep commitment to and proven track record for fostering an academic environment that values, promotes, and champions inclusive excellence, multilingualism, access (including language access), and appreciates the diverse array of scholarship of a major research university with a large and vibrant health sciences and health care effort.
- Strong ethical values and integrity.

Tucson, Arizona

Located in a valley surrounded by five mountain ranges, Tucson has the amenities and atmosphere of a major university city, along with desert and mountain landscapes and a climate conducive to year-round outdoor sports and activities. Tucson is a great place to enjoy the influence of multiple cultures and languages, with a rich history influenced by its proximity to Mexico and the presence of 22 federally recognized Indian Tribes in Arizona. With over 1 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 and the surrounding area are well known for their rich cultural and scientific offerings, including opera, theatre, ballet, mariachi festivals, rodeo, Tucson Humanities Festival, the Poetry Center, Biosphere 2, 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 Process

Confidential review of applications, nominations, and expressions of interest will begin in January and will continue until an appointment is made. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Nomination letters should include the name and contact information of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



Alberto Pimentel, Managing Partner

Will Gates, Partner

Matthew Herrera, Senior Associate

Email: apsearch@spaexec.com

Refer to code "UA-SVPAAProvost" in the subject line

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