

LEADERSHIP EXPECTATIONS FOR ABOR'S MANAGING DIRECTOR

Attributes:

- Experience in senior management and a proven record of leadership success in complicated structures, *i.e.*, a history of running, developing, and administering a complex organization
- Experience with boards and an understanding of the role of a board, the role of individual board members and the relationship of the board with executive leadership
- Experience in strategic planning and fiscal management
- Experience working with legislative bodies
- Strong public speaking and personal networking skills
- Ability to understand and analyze the large number of complex issues facing the ABOR Higher Education Enterprise (the "Enterprise"), which consists of Arizona State University, the University of Arizona, and Northern Arizona University
- Ability to analyze federal education issues, policy and legislation that will impact the Enterprise in the national higher education environment
- Ability to lead the Enterprise Executive Committee, which includes the presidents of Arizona's three public universities and the ABOR Managing Director, to work collectively to advance the Enterprise goals
- Ability to facilitate and enhance decision-making by the board through consultation, reliable data, and cogent analyses
- Ability to build, assess, manage, and retain a highly competent, experienced, effective, and efficient executive team
- Ability to assist the board in its governance role by identifying issues and solutions to complex problems, and to serve as a liaison to other executives and policy makers

REGENTS

Chair Bill Ridenour, *Paradise Valley* • Ron Shoopman, *Tucson* • Ram Krishna, *Yuma* • Jay Heiler, *Paradise Valley*
Rick Myers, *Tucson* • Larry Penley, *Phoenix* • Lyndel Manson, *Flagstaff* • Karrin Taylor Robson, *Phoenix*

STUDENT REGENTS: Vianney Careaga, *UA* • Aundrea DeGravina, *ASU*

EX-OFFICIO: Governor Doug Ducey • Superintendent of Public Instruction Diane Douglas

ENTERPRISE EXECUTIVE COMMITTEE

Board President Eileen I. Klein • ASU President Michael M. Crow • NAU President Rita Cheng • UA President Robert C. Robbins

- Diplomatic skills to communicate internally and externally with multiple stakeholders on issues related to higher education
- Experience in higher education at a senior level or significant executive experience with policy issues critical to higher education
- Demonstrated experience with legal issues related to board governance, including fiduciary responsibilities of a board, conflict of interest and confidentiality

Duties of the Managing Director

- Represent the board and advocate for the Enterprise
- Build and maintain relationships on behalf of the Enterprise with local, state and federal officials and governmental decision makers, Arizona citizens, business leaders, leaders in the not-for-profit community, as well as university faculty, staff and students.
- Provide insight and analysis to support the board in its governance of the Enterprise
 - Work with the university presidents and the board to develop appropriate enterprise metrics
 - Advise and assist the chair regarding operations of ABOR
 - Represent ABOR on the Enterprise Executive Committee
 - Ensure that the Enterprise Executive Committee functions effectively in working on board-approved goals
 - Act as a conduit for board concerns to the Enterprise Executive Committee
- Build a relationship with legislative leadership and the Governor's staff to advocate for ABOR and the universities and become a trusted resource for them regarding areas including but not limited to:
 - Annual budget requests
 - Enterprise contributions to the state
 - Challenges facing higher education
- Provide overall leadership to ABOR staff
 - Build a high performance "team" culture among the staff
 - Maintain effective relationships with the university staffs
 - Support ABOR activities
- Participate in state organizations and initiatives of importance to higher education such as
 - Senior business organizations
 - The Governor's education initiatives
- Pursue public speaking opportunities to further enhance the reputation and awareness of ABOR and our universities.
- Serve as a spokesperson regarding board issues as assigned by the board

- Work with the board and individual regents to define and maintain appropriate governance roles and responsibilities
- Lead problem-solving discussions to resolution

The Managing Director and the presidents of Arizona State University, University of Arizona, and Northern Arizona University, each report directly to the board.