



UNIVERSITY OF ARKANSAS SYSTEM

uasys.edu

A background image showing a group of graduates in black gowns and caps, with their tassels hanging down. The image is slightly blurred and has a warm, golden light effect.

PRESIDENT PROSPECTUS AND POSITION DESCRIPTION 2024

Prepared:

August 2024

By:

**Board of Trustees
of the University of Arkansas**

UNIVERSITY OF ARKANSAS SYSTEM

With 20 campuses, divisions and units, and a budget of more than \$4 billion, the UA System is the largest higher education system in the state. An intrinsic part of the texture and fabric of Arkansas, the UA System is a driving force in the state's economic, educational and cultural advancement.

INTRODUCTION



The University of Arkansas System is seeking candidates for its next president. The president reports to the Board of Trustees of the University of Arkansas and serves as the chief executive officer of Arkansas's largest system of higher education.

Since its inception, the UA System has developed a tradition of excellence that includes the state's 1871 flagship, land-grant research university; Arkansas's premier institution for medical education, treatment and research; a major metropolitan university; an 1890 land-grant university; two regional universities serving southern and western Arkansas; eight community colleges; two schools of law; a presidential school; a residential math, science and arts high school; a 100% online university; and divisions of agriculture, archeology and criminal justice. The individual entities of the UA System maintain cooperative strength as well as diverse offerings that exhibit unmatched economic and social impact to the state.

The UA System provides communities in Arkansas with access to academic and professional opportunities, develops intellectual growth and cultural awareness in its students and provides knowledge and research skills to an ever-changing society. The system enrolls more than 70,000 students, employs over 30,000 faculty and staff, and has a total budget of more than \$4 billion. An intrinsic part of the texture and fabric of Arkansas, the UA System is a driving force in the state's economic, educational and cultural advancement.

Headquartered in Little Rock, the president is the chief executive officer of the system and is a leading advocate for higher education in the state. The Board expects the next president to build upon the system's strong foundation of excellence while articulating a clear and compelling vision for the future. The individual selected will know how to manage a large and complex organization and understand the appropriate role of a major public university system in an ever-changing world.

During the past decade, the UA System has sought to provide strategic direction to its campuses, divisions and units through establishing prudent fiscal management practices, promoting workforce-relevant degree programs, improving student success and implementing systemwide projects to provide for more efficient and effective operations and management.



UA SYSTEM INSTITUTIONS

FOUR-YEAR:



TWO-YEAR:



DIVISIONS / UNITS:



*DENOTES PENDING STATUS



UA SYSTEM LEADERSHIP AND GOVERNANCE

The Board of Trustees of the University of Arkansas is the system's governing body. Its 10 trustees are appointed by the governor, one each year, for 10-year terms with the consent of the state senate. Two trustees are appointed from each of the state's four congressional districts and two who are alumni of the University of Arkansas are appointed from the state at-large. The trustees oversee the UA System, select the president, evaluate the president's performance, and approve major system and institutional policies. The trustees meet at five regular meetings each year, as well as on special occasions as required. Regular meetings are rotated throughout the system campuses. Meetings are open by law to the press and the public, although executive sessions are allowed for certain personnel matters.

The president is the leader of the UA System and is appointed by and responsible to the Board for the management of the officers and execution of the policies of the UA System and its campuses, division and units of administration. As chief executive, the president is the official administrative spokesperson for the system and is responsible for serving as liaison to the Arkansas General Assembly, the governor, state offices and governmental bodies and the federal government. The president is responsible for making recommendations to the Board for securing the necessary personnel and the fiscal resources required for the operation of the system and making recommendations regarding policies, budgets and regulations applicable to the system and its campuses.

Each campus, division and unit has a chancellor or other chief executive officer, reporting directly to the president. The Board of Trustees appoints the chancellors upon recommendation of the president. The chancellors are responsible to the president for enforcement of the policies and procedures, budgets, regulations and carrying out decisions of the Board.

There are other public colleges and universities in Arkansas that are not part of the UA System and are governed by separate boards of trustees. The Arkansas Higher Education Coordinating Board is responsible for promoting a coordinated system of higher education in the state. State funding is appropriated by the state legislature directly to the campuses.



UA SYSTEM ADMINISTRATION

MISSION STATEMENT

The University of Arkansas System is a comprehensive, publicly supported higher education institution composed of 20 unique campuses, divisions and administrative units that share the singular goal of serving Arkansas residents and others by developing and sharing knowledge to impact an ever-changing world. The UA System provides access to academic and professional education and develops intellectual growth and cultural awareness in its students, staff and faculty. The system further promotes an atmosphere of excellence that honors the heritage and diversity of our state and nation. It provides students, researchers and professionals with tools to promote responsible stewardship of human, natural and financial resources in Arkansas and around the globe, and with workforce-relevant knowledge to enhance economic development efforts that improve the overall quality of life and societal well-being.

UA SYSTEM ADMINISTRATIVE STAFF

The UA System administration, which supports the president and the Board of Trustees, includes the vice president for academic affairs; the vice president for university relations/chief of staff; the vice president for finance/chief financial officer; the vice president for legal affairs/general counsel; the vice president for benefits and risk management; the vice president for planning and development; the vice president/chief information officer; the senior director of policy and public affairs; the director of communications; the director of internal audit; and support staff.

The **vice president for academic affairs** assists the president on issues involving academic programming, including distance education, among the campuses. The vice president reviews and makes recommendations to the president and Board regarding new and existing academic programs and departments and provides leadership for systemwide academic planning and coordination among the campus chief academic officers.

The **vice president for university relations/chief of staff** coordinates government relations among the campuses and divisions of the UA System and serves as a liaison from the university to the Arkansas General Assembly, the governor's office, the Arkansas Division of Higher Education and other public entities. The vice president/chief of staff also coordinates the president's cabinet meetings and helps set the agenda for meetings of the campus chancellors/CEOs, among other duties.

The **vice president for finance/chief financial officer** is responsible for coordinating financial policies and procedures in the UA System, including annual budgeting, debt financing, investments, oversight of capital projects and financial reporting. The vice president works with the president and the chancellors to review annual operating budgets for approval of the Board; coordinates investment policy decisions; prepares annual consolidated financial statements; and implements system policies regarding capital construction.

The **vice president for benefits and risk management** oversees the fringe benefits section, which includes the university retirement plan, a self-insured health plan covering more than 30,000 employees and dependents across the system, and other benefits. The vice president is also responsible for managing the systemwide property insurance program and other risk management services.

The **vice president for legal affairs/general counsel** provides legal advice and representation to the university, members of the Board, and administrators and employees acting in the course and scope of their employment. The vice president/general counsel leads a team of attorneys who represent the university and Board in litigation and provide counsel regarding intellectual property, trademarks and copyright, contracts, regulatory matters and various university policies.

CONTINUED



UA SYSTEM ADMINISTRATION

UA SYSTEM ADMINISTRATIVE STAFF



CONTINUED

The **vice president for planning and development** coordinates economic development initiatives and systemwide strategic planning. The vice president also coordinates systemwide workforce development efforts and leads leadership searches for the system’s two-year colleges, among other projects.

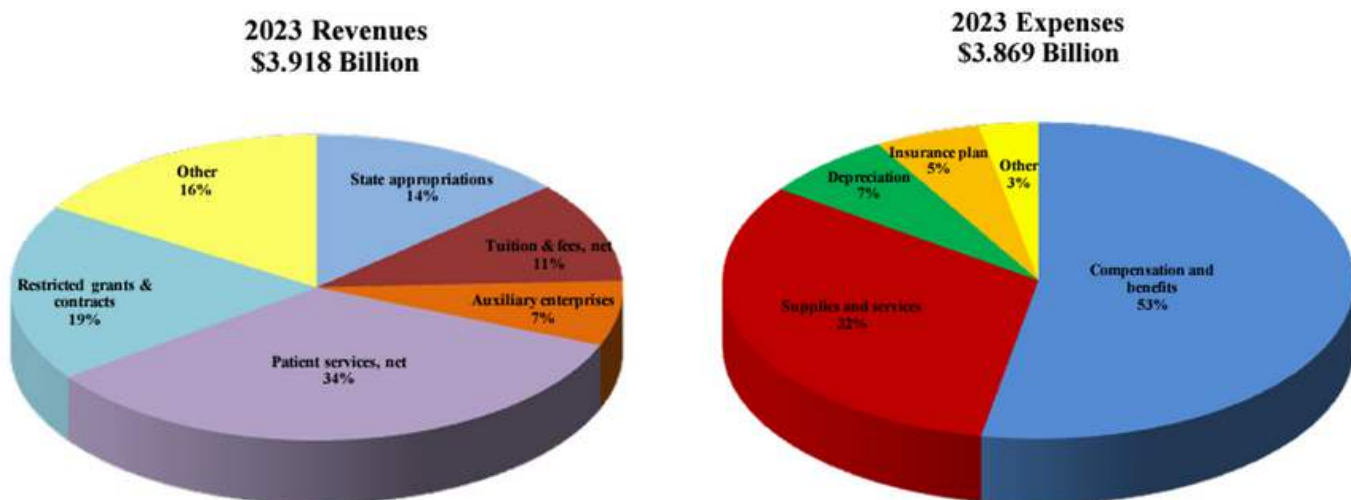
The **vice president/chief information officer** coordinates data security and leads the systemwide enterprise resource planning project, Project One, an effort to replace and update core administrative systems for finance, procurement, human capital management, payroll and student administration across the UA System.

The **senior director of policy and public affairs** coordinates development and implementation of Board and systemwide policy, provides support to the vice president for university relations on government relations and assists the president and cabinet with strategic communications. The **director of communications** leads external and internal communications efforts and serves as the spokesperson and Freedom of Information Act coordinator for the system administration and Board of Trustees.

The **director of internal audit** reports directly to the Board through the chair of the Board’s audit committee. The internal audit department provides value to the Board and the president by developing and carrying out approved audit plans, including system-wide risk and control assessments; annual campus financial and operational analyses; ongoing assurance testing; fraud hotline support; and assistance for external audit.

UA SYSTEM BUDGET

Total revenues for the university were \$3.918 billion for FY23 (see chart below for major categories). Expenses totaled \$3.869 billion in FY23, of which 53 percent was for compensation and benefits. Moody’s Investor Services rates the university Aa2.



The UA System has several affiliated foundations, with the largest two considered component units for purposes of financial reporting: the University of Arkansas Foundation, Inc. and the University of Arkansas Fayetteville Campus Foundation, Inc. These foundations distributed roughly \$150 million combined on behalf of the university in FY23. [The full 2023 Consolidated Financial Statement can be found here.](#)



UA SYSTEM ADMINISTRATION

LOCATION

The UA System administration office and president's home are located on a beautiful, 40-acre tract of land on North University Avenue in Little Rock. Donated to the university in 1957 by the late Kate Cammack to be used for educational and cultural programs, the "Cammack Campus" was established when the president's home was constructed in 1995. The administration building was completed in 1997.

The 5,000-square-foot Jeffersonian style home serves as both the president's residence and a site for university functions. The administration building is located on the south end of the property and houses the office of the president and the UA System administrative staff. The president's home and office are strategically located in the state capitol, providing a centralized location among the UA System campuses and units.



The president's residence is a part of the 40-acre UA System - Cammack Campus, where the administration building is also located at 2404 N. University Ave., Little Rock, AR 72207.

ROLE OF THE PRESIDENT

RESPONSIBILITY AND AUTHORITY

The president is the chief executive officer of the UA System and is a leading advocate for higher education in the state. In accordance with university policy, the president provides leadership for all activities of the system and is accountable for its overall operation and success.

REPORTING RELATIONSHIPS

The president reports directly to the Board of Trustees and is headquartered in Little Rock.

Within the administration, the president's direct reports include the vice president for academic affairs; the vice president for university relations/chief of staff; the vice president for finance/chief financial officer; the vice president for legal affairs/general counsel; the vice president for benefits and risk management; the vice president for planning and development; the vice president/chief information officer; the senior director of policy and public affairs; the director of communications; and the president's assistant.

The Chancellors/CEOs of the constituent institutions also report directly to the president.

OPPORTUNITIES AND EXPECTATIONS OF LEADERSHIP

The next president will take the helm of the UA System amidst a changing higher education landscape. As public colleges and universities face evolving technological, cultural and financial realities, the new leader of the system will be expected to:

- ▶ Establish a common vision and strategy based on the overall mission of the system by engaging a broad range of constituencies for input, achieving consensus and single-mindedness toward a direction of long-term strategic growth of finance, facilities, leadership and program direction.
- ▶ Build strong and credible relationships across the UA System, the Board of Trustees, and state and national leadership. Serve as a trusted and respected leader with the public and press, and with communities the UA System serves.
- ▶ Assess the financial strength and viability of the system and develop and implement a program that ensures proper administration of the overall fiscal affairs of the system and its campuses, divisions and units – including accounting, financial oversight and financial reporting.
- ▶ Serve as a leader for the system and the state by promoting diversity among the system campuses, within the ranks of the student body, faculty and staff, as well as in the system’s curriculum, activities and community involvement.
- ▶ Assess the financial strength and viability of the system, and anticipate and proactively prepare for challenges and opportunities.
- ▶ Actively work to ensure that the system acquires the necessary public and private resources for successful achievement of its goals and objectives; engage in fundraising activities that address the needs of all the system’s universities, community colleges and other units.
- ▶ Identify appropriate goals and objectives for the system and how they may successfully be achieved; provide recommendations to the Board relative to these matters.
- ▶ Carry out other duties as assigned by the Board.

QUALITIES AND QUALIFICATIONS

Candidates must possess consummate leadership abilities, financial skills and strategic vision to provide future direction to a complex, multi-faceted statewide university system serving the diverse population of Arkansas. Candidates should understand and support the mission in its roles of education, research and community service.

Among the qualities, skills and attributes the Board seeks include the following:

- ▶ A Ph.D. or other terminal degree is preferred. Candidates without a terminal degree should have credentials and/or experience sufficient to warrant respect and confidence of the broad constituencies of the UA System.
- ▶ Previous experience in a substantial leadership role in a large and complex organization.
- ▶ A strong understanding of financial management principles that ensure decisions are fiscally sound and responsible. A demonstrated financial acumen that understands the broader impact of decisions on the fiscal health of the entire organization.
- ▶ Effective presentation skills and the ability to build strong government and community relationships.
- ▶ Demonstrated integrity and ethics; a consensus builder; a highly effective communicator and listener.

CONTINUED



QUALITIES AND QUALIFICATIONS

CONTINUED

- A commitment to educating students, research and community service while also maintaining strong business and financial skills.
- A strong track record in philanthropy and development or be able to demonstrate a willingness to raise money and support.
- A sincere commitment to improving the education status of all Arkansans.
- An effective steward of resources and a partner with other state institutions and organizations for the benefit of the UA System and the State of Arkansas.
- Ability to enhance the economic impact of the UA System and its constituent institutions.
- Commands respect internally and externally at the state and national level.
- Experience and skill in leading and developing teams to work effectively within an executive leadership group.
- Strong political intelligence and skills – one who understands the political process and the need to balance the interests of different constituencies.



PROCEDURE FOR CANDIDACY

The University of Arkansas Foundation has retained the services of Greenwood Asher and Associates to assist in the recruitment of a president.

Interested individuals are encouraged to inquire by **September 16, 2024**, for optimal consideration.

To inquire or apply, please contact:



Phone



Email

Julie Holley

Assoc. V.P. of Executive Search

850-687-5104

julieholley@greenwoodsearch.com

Marion Frenche

Assoc. V.P. of Executive Search

850-974-8696

marionfrenche@greenwoodsearch.com



Website

www.greenwoodsearch.com

- *The University of Arkansas System is an affirmative action/equal opportunity employer. All applications are subject to public disclosure under the Arkansas Freedom of Information Act.*

