



# THE UNIVERSITY of TEXAS SYSTEM

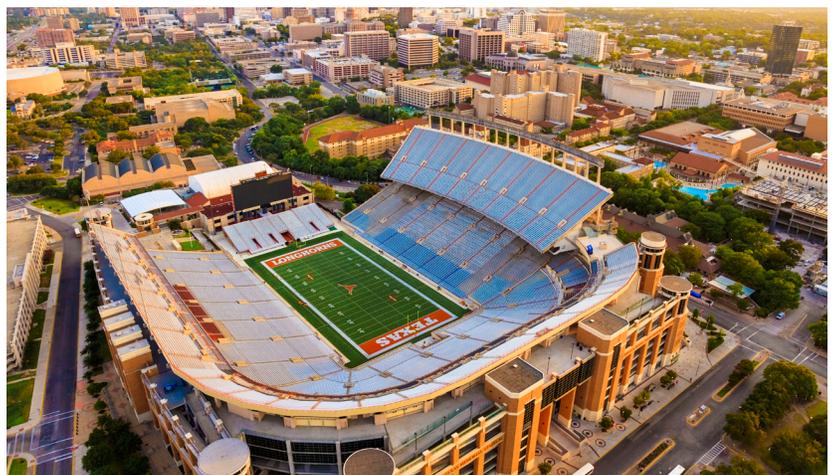
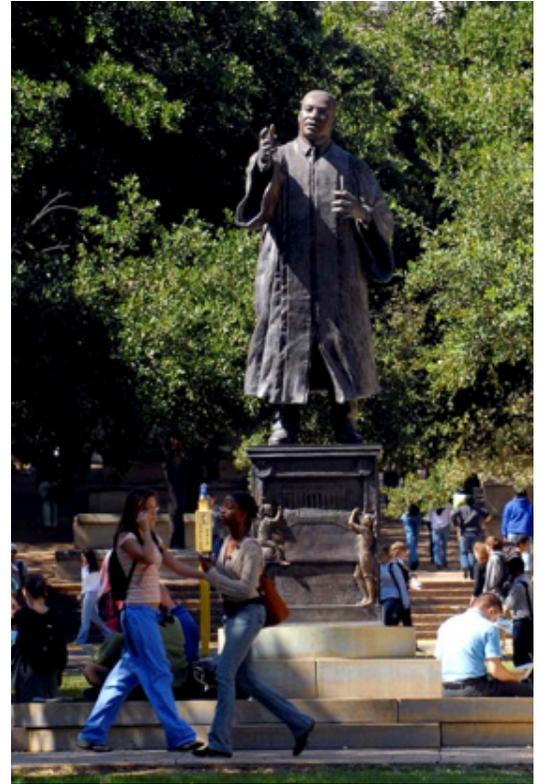
*Nine Universities. Six Health Institutions. Unlimited Possibilities.*

## The University of Texas at Austin

2014

### PRESIDENT

#### Position Specification





The University of Texas System invites nominations and applications for the position of President of The University of Texas at Austin, one of the largest and most dynamic and influential universities in the world.

The University of Texas at Austin (UT Austin) is a national leading provider of education and research, with a depth and range of resources unmatched by most other public universities. UT Austin is the fifth largest university in the nation, with more than 50,000 students from every state and more than 100 countries. The university offers more than 170 undergraduate fields of study, 154 master's degree programs and 86 doctoral programs, supported by 3,366 faculty and 11,274 staff members. At UT Austin, "What starts here changes the world" is a powerful guiding principle that drives and encourages everyone in the academic community to follow their own curiosity and to constantly push the boundaries of knowledge and discovery.

UT Austin blends teaching and research excellence with a highly rewarding collegiate experience. In 2014, the London-based Times Higher Education World ranked it number 28 among world universities, and U.S. News & World Report ranked UT Austin among the top 20 public universities. In terms of affordability, Money magazine ranked UT Austin number 17 on its Top 25 "Best Public Colleges for Your Money" list.

UT Austin's diverse learning community offers a unique blend of world talent and Texas traditions, making it among one of the most sought-after institutions of higher education in Texas by students, faculty and researchers. As an enduring symbol of the spirit of Texas — big, ambitious and bold — the university drives economic and social progress in Texas and serves our nation as a leading center of knowledge and creativity.

With high-level research conducted in world-class facilities, UT Austin is home to a Nobel laureate and more than 50 current members of prestigious academic and scientific academies. With more than 100 research units, UT's faculty and research staff generated more than \$628 million in federal and corporate funding last year, ranking it 33rd nationally in total research expenditures and third among institutions without medical schools. This research funding, and the graduate students it attracts, contributes about \$2.8 billion and 16,000 jobs annually to the Texas economy. Over the past two years, UT Austin has received \$40 million in revenue from the licensing of university technology.

The construction of the Dell Medical School at UT Austin — the first medical school to be built at a major Tier One institution in the last half century — will be completed in 2016 and has the potential to position the university to become the top public research institution in the nation.

UT Austin's main campus is composed of 18 colleges and schools and is home to seven museums and 17 libraries, including the Lyndon B. Johnson Presidential Library and Museum, the first presidential library to be located on a college campus; the Blanton Museum of Art, the second-largest art museum on any American campus; and the Ransom Humanities Research Center, one of the world's premier repositories of 20th century author collections of manuscripts and correspondence, as well as a rare complete copy of the Gutenberg Bible and the world's first photograph.

The University's reach goes far beyond the borders of the main campus, with research units across Texas, including the J.J. Pickle Research Campus in north Austin, the Marine Science Institute at Port Aransas, and the McDonald Observatory in the Davis Mountains of West Texas. Also, the university has an outreach in the country of Chile where UT is part of the Giant Magellan Telescope Consortium.

UT Austin is a major center for innovations in science, engineering and technology, with world-class instruments like the Texas Petawatt Laser facility and the Texas Advanced Computer Center (TACC). Texas Petawatt is the highest peak power laser in the world and conducts fundamental research into exotic states of matter in the universe. TACC designs and deploys supercomputers that have the most powerful computing technologies in the world, supporting researchers in their quest for knowledge.

With the UT System's effort to become a national leader in online learning, it was the first public university system to join Harvard, MIT, and UC Berkeley in a technology platform called edX, which is providing exceptional new ways in which courses are delivered at UT institutions, including innovative online resources, interactive laboratories and access to online tutors and tutorials. UT Austin is playing a leadership role in the edX platform.

Generous philanthropic support for UT Austin is best illustrated by the Campaign for Texas, the state's most successful fundraising effort to date. The eight-year campaign, which concluded in August, raised \$3.1 billion, with gifts coming from all 50 states and 97 countries.

UT Austin was founded in 1883 and has been a member of the Association of American Universities (AAU) since 1929. Only about 14 percent of its funding comes from state appropriations. The campus continues to develop new revenue opportunities, with an impressive increase in technology commercialization from research.

UT Austin is a free-standing institution and the flagship university of The University of Texas System. There are nine academic institutions in the System (UT Arlington, UT Austin, UT Brownsville, UT Dallas, UT El Paso, UT Pan American, UT Permian Basin, UT San Antonio and UT Tyler). There are also six health institutions (UT Southwestern Medical Center, UT Medical Branch at Galveston, UT Health Science Center at Houston, UT MD Anderson Cancer Center, UT Health Science Center at San Antonio and UT Health Science Center at Tyler). Considered to be the world's best center for cancer treatment, MD Anderson has active collaborations with UT Austin.

The President will report to The University of Texas System's Executive Vice Chancellor for Academic Affairs, who in turn reports to the Chancellor. The Chancellor reports to the UT System's governing board. The University of Texas System is governed by a board of nine regents, appointed for overlapping six-year terms by the governor, and one non-voting student regent, who is appointed annually by the governor.

For more information about the campus, please visit <http://www.utexas.edu>



The President of UT Austin is responsible for its overall leadership and has primary accountability and authority for organizing, managing, and facilitating multidisciplinary and interdisciplinary education, research and clinical care. The President is responsible for the overall management of the enterprise, including the financial and human resources. This executive reports to The University of Texas System and will develop a vision for the future of UT Austin and its missions of education, research, and clinical care, with support from the Chancellor and Board of Regents.

**The President of UT Austin first and foremost embraces, embodies and champions values of excellence.**

**The essential components of the President's role include:**

- Providing energetic and innovative leadership to the institution to enhance UT Austin's missions in education, research and health care model.
- Leading the realization of the organization's strategic plan.
- Attracting and retaining a world class, diverse faculty, administrators, clinical leaders, and staff.
- Driving new initiatives and continued successes in scientific discovery.
- Applying sound principles and decision making to the task of running a national research university that has many worthy interests competing for increasingly limited funding and resources.
- Identifying and cultivating sources for delivering increased financial support.
- Serving as a national leader in higher education with the foresight to navigate opportunities and challenges within public universities in the upcoming decade.

The President's interactions span a wide range of important internal and external stakeholders, including other executives, clinical faculty, scientific faculty, students, employees, government policy makers, business leaders, civic and community organizations, donors, friends and supporters, media outlets, and national/international health care leaders. Accordingly, the President will serve as the leading voice of UT Austin, representing the organization locally, regionally, nationally, and internationally. In this capacity, the President will lead fundraising operations by ensuring a high performing development operation and mobilized and engaged volunteer leadership.



## QUALITIES & QUALIFICATIONS

### Education/Training

- UT Austin's next President will be an experienced, innovative, and nationally recognized leader possessing a terminal degree from a leading academic institution.

### Experience

The ideal candidate will have/be:

- Experience in a senior leadership level role of an academic or health institution, or an equally complex organization.
- A “high performer” who presents a track record of distinguished personal and institutional successes.
- A respected national leader in his/her professional field.
- Experience developing strategic plans and directing operations through a highly professional staff and with the oversight of a central governing board.
- Experience in directly managing – through being the top executive or a key part of the senior leadership team in the operations and finances of a major academic enterprise, health center, or an equally complex organization which mission also includes education and research.
- A track record of attracting, developing and retaining leadership team members; a personal commitment to diversity; and success in managing organizational/cultural change.

- Direct experience in – or demonstrated ability to lead – fundraising and advocacy efforts, including grants, donations, contracts and legislative/policy initiatives at the regional, state and national levels.
- A record of credibility with legislators, business and community leaders; ability to network with national and global leaders.
- Good instincts and judgment in successfully conducting business in regional, national, international arenas through being attentive to business, technology, education, health care, social issues and economic development.
- A keen awareness of evolving education, research and health care reforms and experience in personally contributing to state and national issues pertaining to academic policy.

### Personal Characteristics

The ideal candidate will have/be:

- Leadership fabric necessary to successfully direct – in a challenging economic environment – an interdisciplinary, multi-specialty academic organization with sizable budgetary requirements and a complex array of institutional and community relationships.
- Outstanding interpersonal and communication skills that gain the confidence, trust and respect of a variety of internal and external constituents. This includes the abilities to listen thoughtfully, to write concisely and to articulate complex topics persuasively in layman's terms.

- A deep financial acumen and inherent level of comfort dealing with complex fiscal issues and asking the right questions of the right experts.
- A strong, visionary leader whose style is participatory and who is comfortable around other strong leaders.
- Intent on creating a positive work environment and culture for the entire organization. A consummate professional and a builder of trust and teams.
- An understanding that a primary role for the administration is to provide and prioritize resources that allow teams to achieve their goals of education, improving patient care and making advances in science and research.
- High standards for performance and personal behavior,
- Effective at delegating and holding others accountable.
- An ability to build consensus among internal and external constituencies; also possesses the drive to work with all communities and build relationships.
- Well-refined social skills, including a genuine interest in meeting new people, cultivating relationships, and ultimately asking for support.
- Tactful, diplomatic, and respectful of colleagues while working effectively and collaboratively with internal “peer” organizations of the University of Texas System, the System executives, and with the Board of Regents.
- Quick to adapt to the ever-changing, highly ambiguous academic and health care environment and yet be constantly sensitive to the history and mission of UT Austin.
- Intellectually curious and possessing a strong, confident style, as well as the creativity to identify new ways of addressing issues and opportunities and solving problems.
- The drive, energy and persistence necessary to translate vision into action and follow through to implement new ideas and initiatives.
- Flexible, resilient and accommodating, but ultimately comfortable in making a decision and promoting it across the organization in a consistent and firm fashion.
- Strong people skills and recognized as fair dealing with interest in motivating, mentoring and providing opportunities to talented staff.
- A demeanor that is calm, composed, and unflappable.
- Enthusiasm, affability, ego well in check and a good sense of humor. Conveys aspirations and ambitions for others and the organization as a whole.
- A person of principles, character, impeccable integrity, honesty, strong convictions, resiliency, and – above all – a keen passion for UT Austin’s mission.

*The University of Texas System has retained Spencer Stuart, a global executive search firm, to assist with this search. Confidential inquiries, nominations, referrals and resumes with cover letter should be sent in confidence to: Tom Simmons and Mary Gorman, Spencer Stuart at the following email address: [UTAustinpresident@spencerstuart.com](mailto:UTAustinpresident@spencerstuart.com).*



The quality of life in Austin is among the prime recruiting tools at The University of Texas at Austin. Once a small, quirky college-and-state government town, Austin is now the 11th largest city in America and is a major draw for students, faculty, and staff.

Known for its culture of innovation, Austin is recognized for breaking new ground in science, technology, and the arts. The nation's fastest-growing city has long enjoyed a symbiotic relationship with UT, both contributing to and leveraging the quality of life that flows from the natural beauty of the Texas Hill Country, the creative pulse of the city embodied in events like South by Southwest and the Austin City Limits Music Festival, the entrepreneurial and high-tech character of the economy, and, critically, its Tex-Mex and barbecue cuisine. Residents of "The Live Music Capital of the World" are known for being educated, fit, tech-savvy, creative, and tolerant.

Austin frequently ranks as one of the best places to live in America. It has diverse neighborhoods; a climate well suited for outdoor recreation nearly year-round; professional and amateur sports venues and events including a new Formula 1 racetrack; more fine restaurants and clubs per capita than any other American city; a lush environment made accessible with parks, lakes, greenbelts, and hike-and-bike trails; a creative culture that supports the arts, music and theater; and year-round festivals and celebrations for Austinites of all ages.

