Critical Presidential Qualities
Suggested by Faculty and Staff at UNLV

*Academic Leadership*

- A distinguished educator with experience at a major, national university

- Academic values with educational vision to lift UNLV to this next level of academic performance.

- Know the importance of and encourage student support services. A basic orientation to students and their welfare.

- Someone familiar with the demands of scholarship that can articulate the institution's mission and demonstrate appreciation for its work. Faculty, administration, students, and staff need to hear that their work is of value, contributes to a greater whole, and serves both education in general and the community in particular. The president should know how to keep the University engaged, motivated, and proud.

- Will have extensive experience with the many kinds of programs found in a major university and should have the ability to knit together these diverse areas through the development of teamwork, the establishment and implementation of clear procedures, and the ability to articulate a broader academic mission.

- Provide the leadership to establish procedures for institution-wide assessment of program strengths and needs and the development of University-wide academic priorities.

- Experience with a competitive athletic program and the ability to make it a part of the academic vision while recognizing the relative importance of athletics to the University.

- Commitment to academic values

- Commitment to a rigorous core curriculum--not merely general education—in the liberal arts and sciences. There should be shared intellectual experiences (e.g., the reading of Shakespeare) for all UNLV students, with no exceptions

- Commitment to end all remedial education at UNLV, including what is self-funded

- Commitment to curb grade inflation, primarily by means of encouraging faculty to discuss grading standards, but by other means if necessary.
• A willingness to work with the Clark County School District (a) to publicize the knowledge and abilities students should have for entering UNLV, (b) to discourage grade inflation at the K-12 levels, and (c) to end the monopoly of the schools of education over the process of certifying teachers.

• must create an environment where teaching and research are valued equally

• considers STUDENTS first

• Students in the local high-school still look at UNLV as the "last resort" school if they can't get into any other school. The President should be able to change this image of UNLV

• A balance between research and student learning initiatives

• Understand and can enhance the intellectual mission of the university

• Good grasp of social and scientific trends in addition to academic ones

• Ability to define most productive role for the university in its unique social setting, and how to implement most appropriate programs

• improving graduate education at UNLV

Organizational Leadership

• Knowledge of how strong universities work and are structured.

• Significant experience in comprehensive, university-wide planning and knowledge of the role of administration and organization as servants of educational mission.

• Successful experience in the management of a complex and demanding institution.

• Experience with major university growth and knowledge of how to structure a university for it in measured and fiscally responsible ways.

• Should understand and demand the kind of sound institutional research and analysis that is essential for accountability and for managing growth.

• Experienced in working with a system of complex governance

• Interested, even dedicated to improving the customer service on campus.
• Utilize an open process of discussion and debate involving the University’s many components

• Respect for scholarship

• Not view the institution as a company with students as clients or customers and get away from this corporate mindset

• One that works for the common good of everyone that is employed here

• Must be able to delegate - build strong supporting cast to handle many operational issues

• A leader who is willing to delegate authority and responsibility to others and to seek and use the advice of those to whom authority is delegated

• Respect for faculty governance

Visionary Leadership and Leadership Style

• Talented and visionary management support

• Visionary Leadership

• Defend the University's academic mission

• Articulate the role of the University as an institution of higher education and build trust in it

• Participatory Leader

• An innovative leader who is willing to take risks, when necessary, to implement change in the university

• A leader of imagination, energy and integrity

• Demonstrated ability to be a highly visible leader on campus and in the community, and to be open and accessible and understand the need to assure healthy communications throughout the university leadership team and the institution

• Commitment to excellence
• The President must have a vision that extends well beyond economic horizons. Businesses and universities require different kinds of leadership--and that is as it should be.

Research Emphasis

• Understands and values research, but one who is an expert research practitioner as well

• Research experience

• Commitment to fostering and improving UNLV’s research status and this requires experience in writing, obtaining, conducting, and reviewing grant submissions for competitive research funding

• Commitment and extensive experience in academic research

• Supports the crucial goal of faculty publishing in HIGH QUALITY BENCHMARKED JOURNALS.

• Increase the number of Ph.D. programs on campus so as to solidify our shift in culture to a research institution

• Respect, appreciation, and support for faculty scholarly research

• Drive to continue building UNLV into a top research institution

• Research Extensive breadth of scholarship in one or more leading edge technologies

Fiscal Management

• Experience and expertise in sound fiscal management

• Ability to read the financial big picture through budgets, statements, and reports

• Experience and skills in managing growth through better use of existing and limited resources as well as acquisition of new resources

• Understand and articulate the budget process in terms of an academic vision

• Fund raising expertise
• Be a skilled advocate of the University's financial case before the governor, the legislature and other publics in coordination with the System Office

• Understand public budget development in a state system, and be able to analyze public funding and press for improved solutions

• Should NOT be the one who solicits donor money. UNLV has plenty of alumni whose talents could be pooled for this task

• Support Learning Space Infrastructure development - our classrooms need improvements, and many new buildings are coming on-line, a focus for the institution needs to put learning space development at a high priority

• Demonstrated success in generating alternative sources of revenue to support and enhance university programs and services

• Proven leadership in bringing education to the top of the State's funding agenda

• 101 fundraising ideas and compelling magnetism

Public Relations

• ability to move successfully in a wide range of social circles

• Ability to work with a diverse set of groups (Board of Regents, the System Office, the governor and the legislature, the academic deans council, the faculty senate, the classified and professional councils, the undergraduate and graduate student organizations, the foundation, the alumni association, and the media among them) to benefit the University

• continue to draw attention to UNLV for its positive outcomes and community initiatives
• Ability to recognize the imbalance between the service economy and the professional class employees in the LV metro area and identify methods for bringing top level professionals of all varieties to the area

• emphasize the importance of the University’s contributions to the local economy

Experience with Higher Education

• Educational Leadership experience, preferably in different Higher Education settings
- Experience and ability working within a state-wide system of higher education
- Faculty experience at a university
- Additional work in non-profit sectors ought to be valued above work in the for-profit sector
- Experienced academic with commitment to excellent research and teaching

**Diversity**

- Commitment to the continued strengthening of diversity throughout the campus
- Record of success in increasing and serving diversity at another institution
- A qualified minority candidate
- Embrace globalization and recognize the important contributions of international education for innovation and research
- Understands the university mission of inclusiveness and tolerance across gender, race, class, sexualities

**Technology**

- Knowledge of and experience in implementation of ERP Systems
- A president that has a vision for technology on this campus and its relation to other campuses locally and nationally
- Find candidates who can speak from experiential knowledge about the development of successful distance education programs and the integration of teaching technologies on campus

**Private/Public Cooperation**

- Understand the ways in which higher education and business can work together to advance mutual interests, and the ability to play an active role in this process
- Know how to focus external and internal groups on the University’s successes
• Ability to work with private industry to build partnerships for development of education resources in the Valley

Credentials

• PhD
• possesses a degree in Business or Science
• Record or significant scholarship
• it is important that a president has a doctorate of philosophy degree

Personal Qualities

• Enthusiasm for every aspect of UNLV
• Willing to promote all of UNLV departments and their success stories
• Honesty
• Integrity
• Openness
• Fairness
• Political savvy
• Excellent communication
• Involvement
• Cooperation
• Tenacity
• be articulate and clear in communications
• Be a "people" person. A person who will be comfortable talking with students and staff often outside of the usual bureaucratic ranks and settings
• Like to claw from below
• Sense of humor and thick skin

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1 Compiled by UNLV Faculty Senate  March 8, 2006