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MEMORANDUM

DATE: November 23, 2010
FROM: Patrick Gamble, President
RE: UAA Chancellor Search

Today officially begins the start of the selection process to replace Chancellor Fran Ulmer at UAA. Her able and productive service to our university system and to the citizens of Alaska during a decade of UAA growth will be a lasting legacy. Her determined concern for UAA students, faculty, and staff has distinguished Fran as a true champion of higher education in a way Alaskans will long remember.

Our aspirations for UAA's continued institutional growth and greatness in the face of challenging years ahead will depend on a singularly important decision. We must select a chancellor who will lead a major portion of the U of A into a somewhat uncertain fiscal future. To that end, I hope to solicit your initial inputs on this matter. Let me begin by presenting my thoughts on the attributes and credentials I would like to see in a new UAA chancellor.

We need strong organizational leadership coupled with university executive experience; an individual who will inspire the confidence of the community, the regents, and the president. We need someone with a keen, well rounded intellect, an unwavering belief in the efficacy of shared governance, and a leader who actively promotes the value of academic and research integrity. We need someone committed to taking good care of our people... the entire UAA family throughout Alaska. We need a thoughtful diplomat who will willingly listen first, and who can then deal wisely and effectively with our Board of Regents, the legislature, the media, the community of Anchorage, and a myriad of governance groups. We need a strategic innovator with operational talent; an individual who can plan, budget for, and efficiently manage the equivalent of a medium-sized Alaskan town with all its attendant complex components. We need a leader who is a team player and who clearly understands the importance of setting the right kind of personal example, such as putting service before self. We need a person who believes in the value of loyalty to all those served. Finally, we need a role model who understands how to address competing interests through a willingness to compromise in our

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pursuit of institutional excellence, except when that compromise involves personal character and integrity. Those are attributes and characteristics I believe are essential.

What kind of leader do you believe we need in the next chancellor? How can we maximize the probability of successfully arriving at a timely selection that satisfies the majority of our requirements and expectations?

Please send me your comments and suggestions. If you actually have a candidate name to offer at this point it's not too early to advise me of your recommendations.

I am mindful that the last formal, national UAA chancellor search in 2003-2004 cost \$250,000 and took eight months. I am equally mindful that all three of our current chancellors, who I personally consider exceptionally talented leaders and working partners, were not selected through an extended and costly formal search process. Considering these past experiences I believe we should remain open minded about a method that will lead to the best outcome for UAA and the state.

Thank you for your involvement and support in this selection process. I value your opinion and look forward to your timely reply.

PKG