

EXECUTIVE DIRECTOR
UNIVERSITY OF FLORIDA
ALUMNI ASSOCIATION

Position Specification

Winter 2011

January 18, 2011

Lead the



Gator
Nation

CONTENTS

The Opportunity 1
 Lead the Gator Nation..... 1
 The UF Alumni Association 2
The University of Florida 4
The Role of Executive Director..... 8
 Opportunities & Expectations..... 9
 Qualities & Qualifications..... 11
 Procedure for Candidacy..... 12
Witt/Kieffer 15



LEAD THE GATOR NATION

The University of Florida benefits from one of the most passionate and engaged external constituencies in all of higher education. Famously dubbed the Gator Nation, the alumni, parents, and friends of the University of Florida share a bond that transcends academic nostalgia and unites them in real time and in a myriad of ways.

Responsibility for leading the activities of the Gator Nation and connecting it with the university falls to the University of Florida Alumni Association (UFAA), one of the nation's most robust alumni relations operations. To achieve the highest level of success in maximizing the impact of the Gator Nation, both within its own ranks and in partnership with the University Foundation, the UFAA is seeking a new executive director:

The Executive Director of the University of Florida Alumni Association is responsible for an organization representing over 350,000 alumni and friends of the university (of whom approximately 60,000 are members). Leading a staff of fourteen, and benefiting from a budget of approximately \$5 million, the executive director will have the resources, both human and material, to position the program on the cutting edge of the profession. Perhaps most importantly, the executive director will be joining the institution during an era of unprecedented success in nearly every field of endeavor, including remarkably strong undergraduate and graduate enrollments, significant increases in the institution's scholarly reputation, unparalleled excellence in athletics, and a comprehensive capital campaign (Florida Tomorrow) that is on target to successfully conclude within the next two years. The University of Florida and its Alumni Association are looking forward, solidifying their position among the nation's elite research universities.

Accomplishing this task will require a leader with superior interpersonal, relationship-building, and communication skills. He or she will also possess the experience and acumen necessary to both enhance the association's programs, and to market them successfully to a broad and diverse audience. A successful candidate will be a Gator (by virtue of birth, degree, or choice). Above all, he or she will be a bold and visionary leader capable of guiding an already-successful institution through a period of reflection and evolution to a new paradigm of advancement characterized by continuous quality improvement, seamless integration with strategic partners across the campus and beyond, and accountability for a significant return on its various investments.

The result of his or her efforts will be expanded membership in the organization, increased deliverables to that membership and to the university, a higher level of integration across the university's external relations operation (including the University of Florida Foundation), and an acknowledged reputation as the leader in the field of alumni relations nationally.

Information regarding nominations or applications for this position can be found in the "Procedure for Candidacy" section near the conclusion of this document.



THE UNIVERSITY OF FLORIDA ALUMNI ASSOCIATION



The University of Florida Alumni Association was organized and chartered in 1906 by the first graduates from the Gainesville campus. Today, alumni on record total more than 350,000 and reside in every state and in more than 100 countries.

The alumni association is responsible for a network of nearly 100 Gator Clubs® in Florida, across the U.S., and internationally. These clubs are composed of alumni and friends who represent UF in their communities. The UFAA also hosts a number of outreach programs, taking faculty and administrators on the road to carry the university's message to alumni and friends.

In an effort to bring alumni back to Gainesville and re-engage them in campus life, the alumni association organizes and conducts several reunion programs. Highlights of these programs include the Grand Guard reunion, which honors 50-year graduates of UF, and the Silver Society, which recognizes 25-year graduates. In addition to reunions, several events are held each year including Back to College, Spring Weekend, and Gator Nation Tailgate parties before each home football game.

Affiliate groups have been created to represent special interests within our alumni, including the Association of Black Alumni, the Association of Hispanic Alumni, and the soon to be established Asian Alumni Association. In addition, the Student Alumni Association (SAA) was developed to create networking opportunities between current students and alumni. With more than 10,000 members, the UF SAA is the largest student alumni group in the world, offering career networking, social events, and other special programming. The Florida Cicerones, UF's campus ambassadors, are the governing body of the SAA. These

students, specially selected from an applicant pool of more than 800 students, lead tours, serve as presidential hosts and host events across campus.

MISSION STATEMENT

To enrich the lives of students, alumni and friends by engaging and empowering them as volunteers, advocates and contributors who strengthen the University of Florida.

ORGANIZATIONAL STRUCTURE

The University of Florida Alumni Association (UFAA) is an independent, 501(c)(3) organization. As such, it is governed by its own board of directors, which is comprised of 33 members elected for two-year terms, with term limits of six years. While the association is corporately independent of the university and its foundation, its goals, strategies, and programs are closely linked to the university's overall external relations organization. The UFAA works in concert with the University of Florida Foundation, also an independent, 501(c)(3) organization. The foundation provides the association with a significant portion of its annual budget in return for providing a seamless, highly-integrated approach to alumni-generated philanthropic support of the university. To this end, the executive director reports to Tom Mitchell, Vice President of Development and Alumni Affairs/Executive Vice President of the Alumni Association.

An organization chart for the staff can be found in Appendix I.

STRATEGIC PLAN

Over the course of several months, the UFAA board – working with university and foundation leadership and UFAA staff – has begun to craft a strategic plan. That plan, once completed and approved, will chart the course for the association for the next several years. Central to that plan, is a process of continuous quality improvement intended to elevate each of the association's various programs and offerings to the level of best in class.

While this effort is a work in process, a dashboard has been developed to encapsulate the board's thinking to date. The dashboard can be found in Appendix II.

THE UNIVERSITY OF FLORIDA FOUNDATION

The University of Florida Foundation, Inc. is a non-profit, 501(c)(3) that receives and administers private support for the University of Florida.

Created in 1934 as the University of Florida Endowment Corporation, the Foundation expanded in the early 1950s to become the primary fund-raising and fund management arm of the university. In 1964, Florida certified the Foundation under its current name.

The mission of the University of Florida Foundation is to support and enhance the University of Florida by encouraging alumni and friends to provide private funds and other resources for the University's benefit, to manage those assets and to provide volunteer leadership in support of the University's objectives.

As of June 30, 2010, the UF Foundation held assets for the University of Florida totaling more than \$1.5 billion.

FLORIDA TOMORROW

The University of Florida is changing the world for the better, starting in Florida and extending throughout the nation and far beyond. With our land-grant mission comes the responsibility to use teaching, research and service to solve the greatest challenges of our time and to inspire and prepare the next generation of great leaders in medicine, arts, technology, education, business and government. Our mission also compels us to envision and shape a tomorrow where people everywhere can live healthy, abundant and meaningful lives. Florida Tomorrow helps fulfill this vision. And Florida Tomorrow begins today.

Florida Tomorrow is the University of Florida's comprehensive campaign to raise \$1.5 billion - a campaign that will impact every corner of the university. Florida Tomorrow is a tangible opportunity to invest in the dreams of people who believe in the power of knowledge and the tenacity of the human spirit at one of the nation's premier universities. With help from those who believe in our mission, the University of Florida has the potential

to turn dreams into realities.

The Florida Tomorrow Campaign is the third capital campaign in the university's history, scheduled to run seven years. As of December 31, 2010, with two years remaining, more than \$1.2 billion has been raised towards the campaign goal of \$1.5 billion.



“Florida Tomorrow ...

is a dream well within our reach. It is a place where our grandchildren’s children will live in peace and abundance. It is a day when all the cultures of the world will collaborate for the mutual benefit of people on our planet. It is a belief that anything is possible – because of the excellence in hand, and inspired, here at the

University of Florida.

— BETH MCCAGUE AND EARL POWELL, CO-CHAIRS, FLORIDA TOMORROW CAMPAIGN

UF | FLORIDA TOMORROW
THE CAMPAIGN FOR THE UNIVERSITY OF FLORIDA (352) 392-1691 • www.FloridaTomorrow.ufl.edu



THE UNIVERSITY OF FLORIDA

The University of Florida (UF) is a major, public, comprehensive, land-grant, research university. One of the state's oldest and most comprehensive universities, UF is among the nation's most academically diverse public universities. UF has a long history of established programs in international education, research, and service. It is one of only 17 public, land-grant universities that belong to the Association of American Universities, and the only

member institution in the state of Florida.

In 1853, the state-funded East Florida Seminary took over the Kingsbury Academy in Ocala. The seminary moved to Gainesville in the 1860s and later was consolidated with the state's land-grant Florida Agricultural College, then in Lake City. In 1905, by legislative action, the college became a university and was moved to Gainesville. Classes first met with 102 students on the present site on Sept. 26, 1906. UF officially opened its doors to women in 1947. With more than 50,000 students, UF is now one of the largest universities in the nation.

UF is consistently ranked among the nation's top universities: No. 15 in U.S. News & World Report "Top Public Universities" (August 2009); No. 3 in The Center's "Top Public Research Universities" (2008); and No. 2 in Kiplinger's "Best Values in Public Colleges" (2009).

FACULTY

UF's talented faculty members are highly recognized within their respective fields. The university has 4,164 faculty members with distinguished records in teaching, research, and service, including 52 Eminent Scholar chairs and 35 faculty elections to the National Academy of Sciences, Engineering, the Institute of Medicine, or the American Academy of Arts and Sciences.

Awards include a Fields Medal, two Pulitzer Prizes, NASA's top award for research, and Smithsonian Institution's conservation award.

UF is a leader in research and discoveries which improve the lives of individuals throughout the state, nation and world. In recognition of this outstanding work, the university received more than \$678 million in research awards last year. UF has more than \$750 million in new research facilities recently completed or under construction, including the Nanoscale Research Facility, the Pathogens Research Facility and the Biomedical Sciences Building.

UF is a national leader in alternative energy research, with strong programs in ethanol production, and nuclear and solar energy. The university has strong research





collaborations with Scripps Florida, the Sanford-Burnham Medical Research Institute and the Moffitt Cancer Center. The UF astronomy department is a world leader in the development of sophisticated devices that are mounted on some of the world's largest telescopes to detect new planets and other objects.

UF's McKnight Brain Institute is home to more than 300 faculty using some of the world's most powerful MRI imaging systems and other state-of-the-art tools to better understand the human brain and nervous system. The University of Florida's Clinical and Translational Science Institute is one of only 60 the National Institutes of Health is funding to speed the transformation of scientific discoveries into medical advances for patients. The Institute on Aging is home to one of only 10 Claude D. Pepper Older Americans Independence Centers nationally and the leader of a \$60 million study to determine whether physical activity can help older adults remain mobile. UF's Emerging Pathogens Institute is a national model for using interdisciplinary research methods to identify, prevent and treat human, animal and plant pathogens.

Gatorade®, the world's most popular sports drink, is just one of hundreds of commercial products resulting from UF research.

STUDENTS

Approximately 90 percent of incoming freshmen score above the national average on standardized exams. The fall 2009 incoming freshman class had an average 4.14 GPA and 1963 SAT score. UF admitted 1,179 International Baccalaureate students — more than any other university in the U.S. — in fall 2009. The freshman retention rate of 94 percent is among the highest in the country.

UF ranked third among AAU public universities in bachelor's degrees awarded to Hispanic students in 2007-08 and third among AAU public universities in the number of Ph.D.s awarded to Hispanic students in 2007-08. UF ranked first among AAU public universities in bachelor's degrees awarded to African-American students in 2007-08, and third among AAU public universities in the number of Ph.D.s awarded to African-American students in 2007-08.



CAMPUS

UF has a 2,000-acre campus and more than 900 buildings (including 170 with classrooms and laboratories). The northeast corner of campus is listed as a Historic District on the National Register of Historic Places. The UF residence halls have a total capacity of some 7,500 students and the five family housing villages house more than 1,000 married and graduate students.

UF's extensive capital improvement program has resulted in facilities ideal for 21st century academics and research, including the Health Professions, Nursing, and Pharmacy Buildings; the Cancer and Genetics Research Center; the new Biomedical Sciences Building; and William R. Hough Hall, which houses the Hough Graduate School of Business. Overall, the university's current facilities have a book value of more than \$1 billion and a replacement value of \$2 billion.

ATHLETICS

The University of Florida's athletic programs possess a rich tradition of excellence at the conference, national and

international levels. The university's athletic victories include 20 national team championships, 188 Southeast Conference titles, and more than 200 individual national titles. In 2006, Florida became the first university in collegiate history to earn both the national men's basketball and football titles in the same year. The university again made history in April 2007 by winning a consecutive national title in men's basketball. The Gators lead the Southeastern Conference (SEC) in team titles and Academic All-SEC recipients.

UF is the only university to appear in the NACDA (National Association of Collegiate Directors of Athletics) National All-Sports top-10 ranking for each of the past 26 years and has captured the SEC All-Sports Trophy 17 of the last 18 years. Since 1968, 142 Gators and 13 Florida coaches have earned 90 medals (44 gold) while representing 34 countries in 11 Olympiads.

Since 2005, the University of Florida Athletic Association has contributed more than \$17.3 million to UF's academic endeavors.

For more information about the University of Florida, please visit its website: www.ufl.edu.

THE COMMUNITY

Gainesville, Florida is a quintessential American college town. A city of nearly 100,000 residents, located approximately halfway between Jacksonville and Orlando, Gainesville offers the comfort of small-town living combined with the cultural and social amenities associated with one of the nation's foremost research universities.

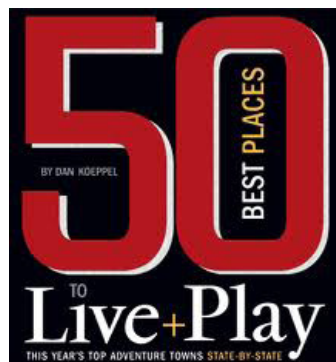
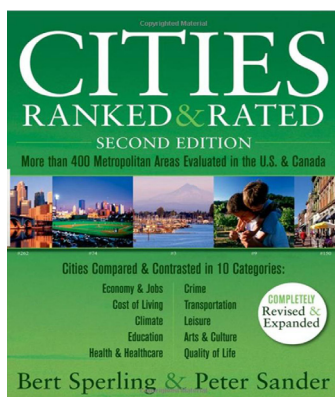
Several websites offer insights into this remarkably livable community. For more information about Gainesville, please visit any of the following.

http://en.wikipedia.org/wiki/Gainesville,_Florida

<http://www.cityofgainesville.org/>

<http://www.gainesville.com/>

<http://www.gainesvillechamber.com/>



Gainesville was ranked as the #1 place to live in the 2007 edition of Cities Ranked and Rated. The city was also ranked as one of the "best places to live and play" in 2007 by National Geographic Adventure.

THE ROLE OF THE EXECUTIVE DIRECTOR

The executive director is a senior-level position with the UF Alumni Association and the University of Florida Foundation. This highly-visible position is responsible for managing all alumni programming and requires extensive travel throughout the state of Florida, and the nation, on behalf of UF, UFAA and the UFF.

The Executive Director:

- Formulates and recommends policy concerning alumni interests and involvement with the university; is directly responsible for directing policies and programs in the area of alumni affairs; formulates, directs, and implements policies on a broad range of programs for the University of Florida and the UF Alumni Association; works extensively with volunteers (anticipated to comprise 25% of duties);
- Oversees the management of the following alumni areas: Membership and Marketing, Gator Clubs and Affiliate Groups, Alumni Reunions and Special Events, and Outreach and University Support (20%);
- Plans, develops and directs alumni programs to maintain and promote alumni interests and support for UF throughout the state and nation (20%);
- Maintains direct and continuous contact with alumni and the general public on an individual and group basis; independently represents the university to leaders in education, business, industry, and government throughout the state and nation (15%);
- Manages and oversees all activities of the Alumni Association Board of Directors (10%);
- Plans, recommends and manages the alumni affairs budgets (5%);
- Undertakes other duties as assigned (3%); and
- Serves on committees as needed (2%).

In carrying out the duties and responsibilities listed above, the executive director supervises four directors and a support staff employee. The UFAA staff includes:

- Director of Alumni Membership and Marketing
- Director of Alumni Reunions and Special Events
- Director of Outreach and University Support
- Director of Club Relations and Special Interest Groups
- Senior Administrative Assistant
- Alumni Web Coordinator (50%)

There are fourteen total employees under his/her supervision.

The executive director will develop and advise the vice president of development and alumni affairs on alumni affairs policies. In addition, he or she will serve on the vice president's cabinet, consisting of leaders in communications, alumni relations, development and administration. He or she monitors all policies and procedures to ensure they are consistent with the university development program. The executive director will interpret policy to staff and constituents as necessary.

The executive director plans, organizes, and directs programs to secure the success of goals set forth by the office of development and alumni affairs. The executive director will collaborate with the immediate supervisor to keep alumni informed of new program development. The executive director is responsible for planning and implementing short and long-term alumni affairs programs and strategies.

The executive director will have continuous personal contact with alumni and friends of the University of Florida, as well as internal contact with his or her immediate supervisor and the staff of the foundation.

The executive director must maintain confidentiality of all information entrusted to this position. The executive director has access to highly confidential financial and personal data concerning alumni and friends of the university. Information regarding prospects, donors, corporations, foundations and employees of the university and the foundation must be held in strict confidence.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The following objectives, listed in no particular order, represent key performance indicators for the first two years of this position.

Establish the University of Florida Alumni Association as a Top-Ten Program

The University of Florida strives for excellence in everything it does. Under the leadership of Tom Mitchell, Vice President of Development and Alumni Affairs, the university's advancement operation has initiated a process of self-analysis and continual quality improvement designed to position each of its departments and programs among the best in the country. The objective – "To be the best" or TB² – is a strategy, not a catch phrase, and Florida has both the will and the resources to achieve excellence.

The new executive director of the University of Florida Alumni Association will enthusiastically embrace a goal of national pre-eminence. Working in a team-oriented setting with staff, peers and colleagues from across the campus and beyond, the executive director will continue to evaluate the institution's programs relative to nationally-established best practices, and will identify the actions and resources necessary to establish the UFAA as the best amongst its peers.

Achieve Strategic and Operational Integration with the University of Florida Foundation

The alumni association receives a significant portion of its annual budget from the coffers of the University of Florida Foundation. In addition to financial support, the two entities share common facilities, relationships with the university's external constituencies, and, of course, a mission to connect those constituencies to the university. Despite these shared resources, the alumni association has not historically operated in complete concert with the foundation's mission.

Much has changed over the past several years. In the university's current campaign, Florida Tomorrow, the alumni association is taking a more active role in cultivating relationships that lead to support of the university, financial and otherwise, and in recognizing those who provide that support. New association leadership must sharpen the focus on these efforts, as well as substantially increase integration with the foundation at every level.

Quantify Return on Investment

With a budget of approximately \$5 million and the power of the Gator Nation brand behind it, the alumni association is able to devote considerable resources to its varied programs and initiatives. Moreover, the University of Florida is a venture environment, one in which good ideas that have the potential to generate value in the form of support for the university are materially supported. The data that substantiates an idea's worth is crucial in securing those resources.

The new executive director will begin work immediately to establish a system of metrics to measure the effectiveness of the association's programs, quantifying the return on the institution's investment. Some time-tested metrics are already in place; some will be new. Among the former is the percentage of alumni who support the university philanthropically on an annual basis (currently 17%). The rate and amount of change in this statistic will be one important index of the executive director's success, along with his or her ability to identify additional methodologies to measure the effectiveness of association efforts.

Once these metrics are in place and verified, important decisions can be made regarding the future of various programs and projects. Perhaps more importantly, a case can be made for the creation or expansion of certain programs based on their potential to generate value for the university in excess of their costs.

Enhance Programming to Expand the Franchise

The University of Florida's approximately 350,000 alumni, and its many thousands of non-alumni constituents, are deeply passionate about the university and the Gator Nation. Membership is both central to the financial health of the association and is also a key metric noted above. Increasing membership will be a fundamental goal for this position. The current goal is to move from 57,000 to 63,000 members by the end of FY11, and to move to 100,000 over the next few years.

Key to increasing membership will be the expansion of alumni programming to include benefits attractive to younger alumni. Nearly 80% of the university's alumni have graduated since 1980. An idea currently being considered is increased involvement in assisting alumni (and perhaps current students) with their career trajectories. By linking Gators across the country and around the world, while creating an affinity on the basis of profession, the alumni association has the potential to create a symbiotic relationship between its members and the organization itself. These relationships can be leveraged to increase alumni engagement with the university, and by extension, alumni support of the university.

It will be necessary to find existing and emerging ways to engage such a vast number of people, and technology will likely be a key factor of our success. The executive director will work across the institution to develop methods of scaling programs and communication to evolve and grow the presence of the Gator Nation.

Develop Future Generations of Volunteers

With the anticipated growth of the alumni association, the responsibilities and influence of its volunteer leadership, especially the board, will increase substantially.

Volunteer management and training is a key responsibility of the executive director, with board development as the highest priority activity in this sphere. The alumni association has been blessed with outstanding leadership and its current continuum of presidents (the immediate past president, president, and president elect of the board) are deeply engaged with, and supportive of, the objectives articulated in this document. The executive director will work with the

board to identify the next generation of alumni leadership, and will devote the necessary resources to orienting them to duties and responsibilities of UF's new paradigm of alumni engagement.

The executive director will benefit from an intensity of connection between the university and its constituents, beginning with undergraduate students. The University of Florida Student Alumni Association is the largest in the country (10,000 members) and arguably the most active and engaged. The university enjoys the activities of 960 student organizations, and UF's school spirit is legendary. Harnessing that energy and transitioning it from the student experience to a lifelong relationship between alumnus and alma mater will be crucial to the success of the alumni association and its executive director.

QUALITIES AND QUALIFICATIONS

The Executive Director of the University of Florida Alumni Association will be a Gator. This is not an inherited title; one chooses to become a Gator. As a result, the executive director need not be a graduate of the university (though it would be an advantage), but he or she must embrace the ethos, traditions, mission, and values of both the university and the Gator Nation.

He or she will also be a visionary, able "to see around the corner" for developing trends and methodologies, especially as they affect younger constituents. An agent of change, the executive director will be comfortable leading from within an organization and collaborating in a team-oriented environment. Perhaps most importantly, he or she will be sensitive and responsive to the association's key constituencies – the University of Florida and the people of the Gator Nation.

A history of successful higher education program leadership in alumni relations, development, or marketing/communications is preferred. However, candidates who demonstrate a successful track record in a related profession – marketing, communications, non-profit management, special events, student affairs, enrollment management are but a few examples – combined with an unimpeachable appreciation for the University of Florida and the Gator Nation will be given serious consideration. Any candidate, especially those without direct service within higher education, must demonstrate an understanding of, and significant experience with, research universities or shared-governance organizations of similar scope and complexity. Examples of this could be board service, adjunct teaching, substantial volunteer service, or management of a large non-profit or healthcare organization.

Of the utmost importance are central qualities that provide for bold and visionary leadership – integrity, passion, optimism, creativity, an entrepreneurial spirit (as evidenced by a track record of analyzing and accepting calculated risks), decisiveness, courage of convictions, tolerance for ambiguity, and a sense of humor; to name a few. Perhaps most important, the executive director will be a superior communicator with a penchant for transparency, the ability to inspire, and exceptional listening skills. That the executive director will demonstrate outstanding relationship-building skills and an honest love for people and for higher education is axiomatic.

In addition, the ideal candidate will possess the following attributes:

- At least ten years of increasingly responsible management experience in a complex organization
- A data-driven approach to leadership and management

- Significant experience crafting and executing strategic and operational plans
- Board and volunteer management experience and acumen
- A demonstrated track record as a mentor and an enthusiasm to teach as well as to learn
- The ability to envision and to create an organization that is global in its reach, preferably by demonstrating some significant international experience
- An enthusiasm for working directly with students and young alumni
- A substantial understanding of and appreciation for technology and its applications for communicating with and connecting large numbers of people, including social media
- An enjoyment of intercollegiate athletics
- An appreciation for and track record of active support of diversity in the workplace in all its forms
- Willingness to travel extensively
- A bachelor's degree, with an advanced degree preferred

PROCEDURE FOR CANDIDACY

Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via email to UFAA@wittkieffer.com.

Material that cannot be emailed may be sent to:

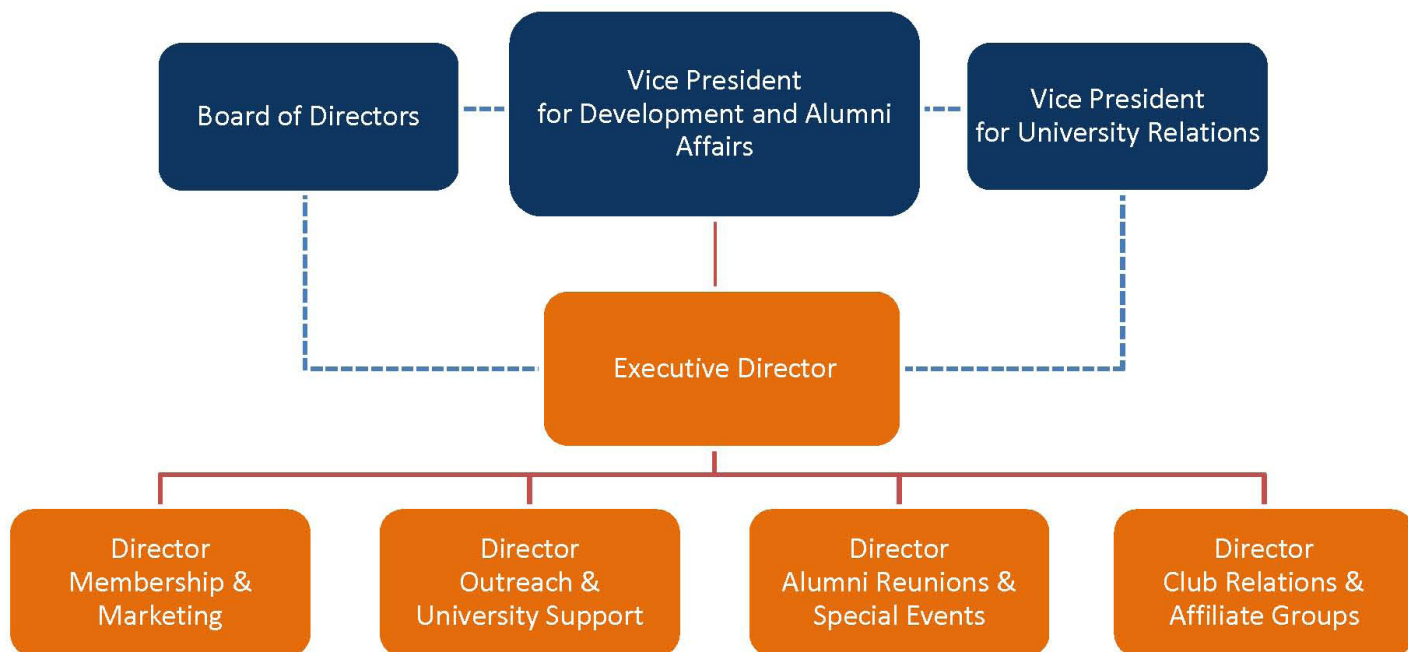
Executive Director
University of Florida Alumni Association
c/o Witt/Kieffer
Attention: Dennis M. Barden/Mercedes C. Vance
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Confidential inquiries and questions concerning this search may be directed to Dennis Barden at 630-575-6167 or Mercedes Vance at 207-775-0913.

The University of Florida is an Equal Opportunity/Affirmative Action Employer committed to diversity. Women, minorities and individuals with disabilities are encouraged to apply. If an accommodation due to a disability is needed to apply for this position, please call (352) 392-4621, or TDD (352) 392-7734.

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of Florida and University of Florida Alumni Association documents and personal interviews and is believed to be reliable. Naturally, while every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

UFAA STAFF ORG CHART



UFAA STRATEGIC PLAN DASHBOARD 2015



Witt/Kieffer is the nation's leading executive search firm dedicated to serving education, health care, and not-for-profit communities nationwide. Our mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Witt/Kieffer has served more than 800 colleges and universities, as well as community, cultural, and service organizations. We focus on searches for presidents/chancellors; provosts; vice presidents for advancement, finance, student affairs, enrollment management, and technology; deans; and directors of major service/academic units.