



*National Law Center
for Inter-American Free Trade*

EXECUTIVE BRIEF

EXECUTIVE DIRECTOR,
NATIONAL LAW CENTER
FOR INTER-AMERICAN FREE TRADE

"Enabling sustainable economic development and trade worldwide through commercial law reform, research and education."

The Opportunity to Lead:

The National Law Center for Inter-American Free Trade (NLC) seeks a dynamic leader to serve as its next Executive Director.

This is an excellent opportunity to lead one of the world's foremost commercial law centers. The NLC uniquely combines the research and policy attributes of a think tank, with the *practical skills* required to turn its policy recommendations into law and regulations, including drafting international instruments, uniform laws and domestic laws, compiling and advocating for best commercial practices, and training the scholars, judges, and practitioners involved in the application of these laws and practices in the Americas, Asia, and Africa - all with the goal of using commercial law reform to promote global economic development. To learn more about the NLC, please see attached Exhibit A or visit our website (<http://www.natlaw.com>).

As free trade agreement negotiations move forward with European and Pacific Rim nations, the work of the NLC to modernize commercial systems has never been more relevant or more necessary. The new Executive Director will have the opportunity to leverage the NLC's existing reputation, relationships, and accomplishments to accelerate global economic development in the 21st century and improve the quality of life for people around the world.

The future Executive Director should demonstrate:

- The passion and ability to lead the NLC;
- The ability to identify and develop new business opportunities;
- The ability to lead and participate in organizational fundraising;
- The ability to develop and nurture important client relationships that generate project work for the NLC;
- The ability to oversee NLC's project work;
- The ability to enhance relationships with academic leadership and faculty at the University of Arizona, including the College of Law with whom the NLC has an important affiliation arrangement;
- Understanding of international commercial transactions; and
- Executive leadership level experience

Key Opportunities & Challenges:

After consulting with key stakeholders at the NLC, the following opportunities and challenges were identified by the Search Committee for the new Executive Director:

- **NLC Leadership:** As the leader of the organization, the Executive Director crafts the overall vision and direction of the NLC, and advances the goals and objectives of the organization. The NLC has already built an enviable reputation for superior work product within the international community and an impressive record of legal reform accomplishments. The challenge for the next generation of leadership will be to broaden the organization's depth and breadth of expertise, expand into new areas of commercial law, and attract and retain world-class staff and contributing experts that enable the organization to deliver excellent quality work product in new areas of legal reform and professional training. The NLC's new leader will need strong

entrepreneurial skills and will be expected to take a hands-on approach to envisioning and executing a plan for robust organizational growth.

- **Business Development:** A primary responsibility of the Executive Director is securing and growing the amount of project work for the NLC, from both existing and new sources, and expanding the scope of NLC project work into new areas of commercial law where the NLC does not already have a reputation and work history. The challenge for the next ED is to develop a robust, diversified and consistent source of mission-advancing project revenue.
- **Organizational Fundraising:** With the exception of the capital campaign organized to fund the construction of the NLC's facilities, the NLC does not have a history of fundraising, nor a stable of established donors committed to advancing the mission of the NLC. A challenge for the next leader will be to work with the Board to establish a fundraising plan for the organization, to initiate a comprehensive fundraising campaign, in conjunction with professional fundraising consultants, and to work with staff and the NLC's board of directors to establish a strong and continuous source of donations to support the mission and vision of the organization.
- **Growth:** The NLC has a small and very well respected staff with deep expertise in several specific areas of commercial law. The challenge going forward will be to grow the organization, both in size and in subject matter expertise, such that the NLC has the ability to more significantly impact the scope of legal reform worldwide. To support growth in new areas of commercial law, it will also be necessary to grow the roster of international subject matter experts with the ability and willingness to work with the NLC as consultants on new project work. The ability to work together in a collaborative manner with existing NLC staff is essential to organizational success.
- **University of Arizona Opportunity:** The NLC has had a long and productive relationship with the UA, and particularly with the College of Law. That relationship has the potential to become more rewarding for both institutions. The new Executive Director will have the opportunity to develop this strategic partnership to its full potential, as well as develop relationships with other academic institutions worldwide to support the work of the NLC.

Candidate Profile:

After consulting with key stakeholders, the following priority criteria were identified by the Search Committee as attributes of an ideal candidate for Executive Director.

PRIORITY CRITERIA

- **Experience:** The ideal candidate will bring a track record of success in leadership roles in any of the following areas: legal, government service, nongovernmental organizations or banking. The ideal candidate will have existing relationships of trust within government and/or global institutions and organizations or private sector consulting firms involved in international commercial transactions, and an understanding of the field of commercial transactions. The ability of the candidate to speak another language is desired (Spanish preferred).

- **Leadership Skills:** The ideal candidate will be a hard worker who leads by example, will have very strong entrepreneurial skills, and will be a strategic thinker who understands how to facilitate rapid growth in a small organization. The candidate is expected to maintain the focus of the organization on achieving key strategic goals and to possess the ability to recognize new opportunities and trends to ensure the NLC is at the forefront of research and global commercial legal reform. The candidate will have a leadership style that motivates and engages clients, partners, staff, colleagues, faculty, and students to make their best contribution, and engenders collaborative efforts to achieve shared goals.
- **Business Development Skills:** The ideal candidate will have very strong business development skills and will understand that the organization's success is dependent upon the ED's ability to consistently secure new project work. The candidate must be able to nurture existing external relationships with strategic governmental and institutional clients (such as the U.S. State Department, The World Bank, the Organization of American States, Corporación Andina de Fomento (CAF) and the Inter-American Development Bank), and various foreign governments to whom the NLC provides services, and to build new relationships with additional international organizations, governments, and private sector providers, all with a goal of securing and aggressively building a steady flow of project work.
- **Organizational Fundraising:** The ideal candidate will have expertise, or the ability to develop expertise, in the area of organizational fundraising, and will be expected to work, together with the NLC's Board of Directors and assigned staff and consultants, to raise funds to support the expanded mission of the organization.
- **General Administrative Skills:** The ideal candidate will have strong administrative skills and will be capable of overseeing the various operational elements of the organization. Skills associated with budgeting and bidding for new project work are desirable.

Procedure to Apply

A complete application will include a letter of interest, current curriculum vitae, and contact information for four professional references. *All submissions must be made via email only.* Credential review begins immediately and will continue until the position is filled. Nominations, applications, expressions of interest, and requests for additional information should be sent electronically to careers@natlaw.com. All inquiries, applications, and nominations will be kept strictly confidential absent permission to proceed otherwise. Written materials may be submitted to:

Carol Colombo, Succession Committee Chairperson
National Law Center for Inter-American Free Trade
440 N. Bonita Ave., Tucson, AZ 85745
Attention: Donna Vulpis - careers@natlaw.com

The NLC prohibits discrimination in employment on the basis of sexual orientation, gender identity, or gender expression.

Exhibit A

About the National Law Center for Inter-American Free Trade:

The NLC promotes international economic development through legal reform.

Over the past 23 years under the leadership of Dr. Boris Kozolchyk, the NLC has built a stellar reputation within the international community as a leading provider of legal reform services, ranging from researching, drafting, and assisting with the implementation of model commercial laws and regulations, to judicial reform and training. The NLC's staff and roster of professionals includes some of the world's most recognized experts in the area of comparative commercial law, and the NLC's research covers many substantive areas of commercial law and related, including: alternative dispute resolution, banking, bankruptcy, business formation and associations, customs, electronic commerce, microfinance, intellectual property, investment securities, judicial reform and training, labor, products liability, real estate, securitization, secured transactions, and transportation.

The NLC has been retained repeatedly by international institutions, including the World Bank, the Millennium Challenge Corporation (MCC), Corporación Andina de Fomento (CAF), the Inter-American Development Bank and the United States Agency for International Development, to name a few. Though the NLC was originally formed to assist with implementation of NAFTA, the NLC has grown beyond the scope of its name, and is now performing project work and scholarship that is reshaping legal systems in Asia, Africa, and the Americas.

For over two decades, the NLC has served as a special consultant to the U.S. State Department in a wide variety of commercial law matters impacting communities around the globe, and has served as the U.S. State Department's representative to the United Nations Commission on International Trade Law as well as part of the U.S. Delegation to the NAFTA 2022 Committee. In addition, the NLC has consulted with foreign governments and NGOs in Latin America (Mexico, Costa Rica, Colombia, Chile, Guatemala, El Salvador, Peru, and Honduras), in Africa (Malawi, Ghana, Liberia, Sierra Leone, South Sudan, Nigeria, Zambia, and Zimbabwe) and more recently in Asia (China, Indonesia, Bangladesh, Thailand, Vietnam, and Pakistan), assisting with the development and implementation of legal reforms designed to harmonize laws and rules of practice that promote economic development within those countries.

The creation of reliable and harmonized legal structures for business has a profound and very practical impact on daily life around the globe. The NLC's secured transaction law reforms allow micro, small and medium-sized businesses (MSMEs) to use their inventory, equipment, accounts receivable, and household goods as collateral for loans, enabling businesses to obtain the financing they need to grow. A reliable collateral registry gives lenders and buyers of assets confidence that their

security interests and rights are protected, resulting in a willingness to lend and trade. These legal reforms permit the growth of credit for MSMEs, fostering a better standard of living through increased productivity of both people and capital.

In addition, harmonized documentation, such as invoices, negotiable instruments, bills of lading, and warehouse receipts, whether utilized in letters of credit or “supply chain financing” transactions, protects buyers, sellers, and lenders in the cross-border shipment of goods and services and reduces transactional costs. These reforms foster economic growth by building institutional trust and facilitating intranational and international business transactions that knit together companies and people across the globe.

The NLC has convened many important international conferences, both in Tucson and around the globe, on its own behalf and on behalf of various national governments or international organizations. In addition, the NLC hosts professional training and other capacity building programs, all of which are deemed practical extensions of its legal reform agenda. The NLC’s professional training efforts have included many programs conducted in Mexico (Civil and Criminal Oral Trial Training, Competition Law Training), Colombia (Bankruptcy Law and Oral Trial Training), and Honduras (Secured Transactions Law Training). Going forward, the NLC desires to build on its existing professional training expertise and explore new opportunities, with the goal of institutionalizing the training programs to create repeatable processes and materials, and expanding the scope of its training activities to cover all of the countries where the NLC performs project work.

Detailed lists of the NLC’s project work, scholarship, hosted conferences, professional training, and other capacity building programs are available upon request.

Exhibit B

About Tucson:

The NLC is located in Tucson, Arizona. The Tucson region is home to more than a million residents and host to more than seven million visitors a year. Located in Southern Arizona, Tucson is one of the oldest continually inhabited areas in North America. Hohokam Indians lived and farmed here for 4,000 years before Spanish missionaries and soldiers arrived in the late 1600s.

Tucson is the second-largest city in Arizona and the county seat of Pima County. Tucson is set in a valley of the Sonoran Desert surrounded by five mountain ranges. A trip from the 2,389-foot valley floor to the 9,157-foot Mt. Lemmon summit along the Catalina Highway-Sky Island National Scenic Byway traverses seven of the world's nine life zones—the span of ecosystems you would see driving from Mexico to Canada.

The city is bordered on all sides by protected “natural” areas: Coronado National Forest, Catalina State Park, Ironwood Forest National Monument, and Saguaro National Parks East and West (among the best places to see the giant saguaro cactus native only to Southern Arizona and Native Mexico).

Boasting an average 350 sunny days a year and warm dry air, Tucson's climate is ideal for year-round outdoor recreation, with winter temperatures reaching average highs of 64-75°F. Summer days are often hot with low humidity—great for indoor activities like [museums](#), [art galleries](#), and [shopping](#) or relaxing indoor or poolside at one of the area's world-famous [spas](#) or [resorts](#). Cool mornings and evenings and long twilights throughout summer are great for cookouts, patio dining and activities like [hiking](#), [horseback riding](#), and golf.

Tucson is home to the [University of Arizona](#)—established as Arizona's first university in 1885 and now a campus of 50,000 students and staff from around the world—and a number of annual events drawing participants and spectators from around the world, including the [Tucson Gem, Mineral & Fossil Showcase](#), [La Fiesta de los Vaqueros](#) (Tucson Rodeo), [Tucson Festival of Books](#), [Tucson International Mariachi Conference](#), the [El Tour](#) bike race, and the [Tucson Classic](#). The University of Arizona is the home for the nationally famous Center for Creative Photography. Tucson is also host to the Arizona Theater Company, an excellent opera company, and a symphony orchestra.

Tucson, Arizona, grew out of the dangers, opportunities, and cultural crossings of the Old West. Tucson's Spanish, Mexican, Native American, and pioneer influences have endured. American Indian and Hispanic culture, food, and architecture add charm and cultural diversity to this unique southwestern city. Today, Tucson is a destination for nearly seven million visitors a year; a place known for outstanding hiking and [outdoor adventures](#), rich [cultural traditions](#), a vibrant arts scene (Tucson has a national reputation for fostering its art community), world-class [golf](#) and great [dining](#); and a thriving desert home to more than one million residents. For more info, visit <http://www.visittucson.org/about/>.