



**NORTHERN ARIZONA UNIVERSITY  
SEARCH ADVISORY COMMITTEE MEETING  
Friday, October 16, 2020  
2:00 – 3:00 p.m.**

**THIS IS A VIRTUAL MEETING**

**Members of the public may attend the public portion of the virtual meeting by viewing the livestream of the meeting.**

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**Advisory Committee Members:**

Fred DuVal, Co-Chair  
Lyndel Manson, Co-Chair  
Chris Bavasi  
Jesus Colmenares  
K. Laurie Dickson

Dominic Dominguez  
Cathryn Ellis  
Peter Fulè  
Kathryn Hackett King  
Ora Marek-Martinez

Ramona Mellott  
Steve Palmer  
Kai Simson  
Denise TrimbleSmith

**2:00 p.m. CALL TO ORDER, WELCOME, INTRODUCTIONS AND OPENING REMARKS FROM REGENT DUVAL AND REGENT MANSON**

**1. Draft Arizona Board of Regents Vision for Northern Arizona University**

The committee will discuss the draft Arizona Board of Regents vision for Northern Arizona University.

**2. Discussion and Input on the Draft NAU Presidential Search Leadership Characteristics**

The committee will discuss and provide input on the draft NAU presidential search leadership characteristics.

**3. Discussion and Input on Community Engagement and Interaction**

The committee will discuss and provide input on Community Engagement and Interaction.

**2:30 p.m. EXECUTIVE SESSION**

The board will convene in executive session for the following items:

- A. Pursuant to §38-431.03 (A) (3) for an Overview and Legal Advice Concerning the NAU Presidential Search Process and Review of Search Guidelines
- B. Pursuant to §38-431.03 (A) (3) for legal advice on the Advisory Committee Member Responsibilities and Obligations, including compliance with Conflict of Interest, Open Meeting and Public Record's Law

**3:00 p.m. ADJOURN**

PLEASE NOTE: This agenda may be amended at any time prior to 24 hours before the search advisory committee meeting. Estimated starting times for the agenda items are indicated; however, discussions may commence, or action may be taken, before or after the suggested times. Any item on the agenda may be considered at any time out of order at the discretion of the co-chairs. The committee may discuss, consider, or take action regarding any item on the agenda. During the meeting, the board may convene in executive session pursuant to A.R.S. § 38-431.03(A)(3) for legal advice regarding any item on the agenda.



**Memorandum**

**To: Northern Arizona University Presidential Search Committee**

**From: Regent DuVal  
Regent Manson**

**Subject: Arizona Board of Regents' Draft Vision for Northern Arizona University**

**Date: October 16, 2020**

The Arizona Board of Regents views Northern Arizona University as a distinctive, residential undergraduate focused, access oriented, comprehensive university grounded in teaching and scholarship, with excellence in targeted graduate and research programs tied to its unique history and place. NAU's location on the Colorado Plateau, in one of the highest ranked college towns in the country, among the mountains, forests, wilderness areas and high desert, with access to the Grand Canyon and multiple other national parks and monuments, as well as its longstanding working relationships with indigenous populations makes NAU a true jewel of the Southwest.

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Governor Doug Ducey ♦ Superintendent of Public Instruction Kathy Hoffman

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### **Northern Arizona University Presidential Search Leadership Characteristics**

The Arizona Board of Regents seeks as the next president of Northern Arizona University a leader who will pilot NAU through the myriad of opportunities and challenges facing the university and the current higher education landscape. The president must execute against ambitious performance goals and possess the ability to assemble an exceptional senior leadership team in a unique academic and physical setting.

The following leadership characteristics are most desirable. Their order does not imply priority.

### **LEADERSHIP CHARACTERISTICS**

The Arizona Board of Regents seeks a visionary, dynamic, accountable and innovative president and chief executive for NAU with the following leadership characteristics:

- An excellent reputation for professionalism, transparency, integrity and honesty
- An ability to execute against the board’s vision for an outstanding student-centered, access-oriented comprehensive university in today’s changing higher education ecosystem
- A commitment to the board-identified mission of the university, including its dedication to undergraduate focused education with strong research in targeted areas of identified strength and a commitment to serving Arizona
- The expertise to refine and communicate NAU’s unique identity and mission and develop and implement a sophisticated and effective branding and marketing strategy for the university
- The interpersonal and collaboration skills necessary to cultivate and strengthen relationships with multiple stakeholders, including students, faculty, staff, the Flagstaff community, policymakers, alumni, affiliates and business partners to support the mission of the university and the Arizona public university enterprise
- The demonstrated ability to create followership and to win others to the vision for the university
- The ability to drive the university’s success in multiple state-wide, national, and international markets
- Recognition of NAU’s distinctive role in and importance to the state, Flagstaff, tribal nations and other Northern Arizona communities, and a commitment to continue and

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expand the university's leadership mission in addressing community and state-wide issues

- An understanding of and commitment to NAU as a student-focused, high touch university with small classes
- Promotes students' individual growth, discovery, and success so they can contribute to society and meet the needs of employers today and in the future
- Knowledge of and experience in addressing the complex strategic, financial, and resource issues facing NAU
- Exceptional business acumen, including the expertise to develop NAU's strategies, tactics and structures to advance the institution's educational, human, financial, entrepreneurial, and capital resources
- The ability to retain, recruit, and develop world-class teacher scholars, student-centered support staff, and students
- A commitment to ensuring access and success for all students, and the ability and commitment to develop and augment partnerships with community colleges, tribal colleges and K-12 schools to enhance student access and success
- Academic credentials, including an earned terminal degree, and experience comparable to a tenured faculty member at a university, although exceptional candidates with outstanding executive experience and achievements outside of academia will also be considered
- A commitment to academic values and respect for the role of faculty and the principles of shared governance as provided in Arizona law
- A commitment to a campus climate that fosters excellence through diversity, equity and inclusion
- A commitment to NAU's state-wide offerings and distributed learning centers
- A background of progressively responsible leadership positions in higher education or in a comparable sophisticated civic or business enterprise
- Experience in recruiting and leading an outstanding senior team and implementing strategic long-range plans in a complex environment
- The ability to develop, maintain and inspire an executive leadership team to innovate for future success
- An exceptional ability to represent university and enterprise interests with elected officials and community members at local, state and national levels

- A record of success in generating significant financial support from both the public and private sectors
- Eager to expand and diversify funding sources while remaining mission focused
- Dynamic fundraiser, who understands the power of engaging donors and partners, and has a strong desire to participate in philanthropic efforts
- The skills and experience necessary to work effectively with a governing board
- The skills necessary to be an effective and collaborative member of an executive management team comprising the board executive director and other university presidents in collectively providing leadership to achieve enterprise goals
- The reputation for open and honest communication and dialogue that engenders trust among constituencies
- The ability to explain and implement strategic decisions in a manner that retains constituent support
- The ability to recognize and communicate NAU's strengths and a demonstrated commitment to the teaching mission of NAU
- Politically astute, strategic communicator with proven ability to rapidly inspire trust and build strong, collaborative relationships with key constituents including local, state and national leaders, citizens, faculty and administrators, students, parents, alumni, other university leaders, and the media
- The desire to focus on NAU's distinct mission within the Arizona higher education marketplace
- The ability to recognize and develop talent and appropriately delegate responsibility and authority
- A demonstrated ability to listen and communicate in an authentic and genuine manner in both formal and informal settings, with empathy, respect, and compassion