



**NORTHERN ARIZONA UNIVERSITY
PRESIDENTIAL SEARCH ADVISORY COMMITTEE MEETING
Tuesday, November 3, 2020
11:00 a.m. – 1:00 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.

To view the livestream of the meeting please follow the instructions below.

ABOR Live is available at the following link: <https://www.youtube.com/user/abornews>

- Click the top video for the livestream of the meeting.

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Advisory Committee Members:

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

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

Ramona Mellott
Steve Palmer
Kai Simson
Denise TrimbleSmith

11:00 a.m. CALL TO ORDER, WELCOME AND OPENING REMARKS FROM REGENT DUVAL AND REGENT MANSON

1. Approval of Minutes

The board office asks the committee to review and approve the committee and executive session minutes from October 16, 2020 NAU Presidential Search Advisory Committee meeting.

2. Draft NAU Presidential Search Leadership Characteristics and Elevator Speech

The committee will review the NAU Presidential Search Leadership Characteristics and Elevator Speech.

3. Update and Discussion Regarding the Status of the Northern Arizona Search Process to Date

The committee will receive an update and discuss the status of the Northern Arizona Search Process regarding:

- a. Community Outreach and Feedback Pertaining to the NAU Presidential Search.
- b. Collateral Materials for Presidential Search.
- c. Introduction of the Search Consultant.
- d. Overview of Search Process.

12:00 p.m. EXECUTIVE SESSION

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

- A. Pursuant to §38-431.03 (A) (2) and (3) for Legal Advice and Discussion Regarding the NAU Presidential Search Process
- B. Pursuant to §38-431.03 (A) (1) and (2) for Possible Discussion Regarding Potential Prospects.

1:00 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 committee co-chairs. The committee may discuss, consider, or take action regarding any item on the agenda. During the meeting, the committee may convene in executive session pursuant to A.R.S. § 38-431.03(A)(3) for legal advice regarding any item on the agenda.

DRAFT

ARIZONA BOARD OF REGENTS

Minutes of the Northern Arizona University
Presidential Search Advisory Committee
Friday, October 16, 2020

A meeting of the Northern Arizona University Presidential Search Advisory Committee was held virtually on Friday, October 16, 2020.

Members present via video: Regent Fred DuVal, Co-Chair, Regent Lyndel Manson, Co-Chair, Chris Bavasi, Jersus Colmenares, K. Laurie Dickson, Dominic Dominguez, Cathryn Ellis, Peter Fulè, Regent Kathryn Hackett King, Ora Marek-Martinez, Ramona Mellott, Steve Palmer, Kai Simson and Denise TrimbleSmith

Also present via video from the board office Executive Director John Arnold, Jennifer Pollock, Samantha Blevins, Chad Sampson, Tom Merriam, Monica Simental, Debbie Sale Lia Foy and Suzanne Templin; Closed Captioners: Nicole Flaherty and Dave Wallenhaup.

All lists, reports, summaries, background material and other documents referred to in the minutes can be found in the October 16, 2020 Document File.

CALL TO ORDER, WELCOME, INTRODUCTIONS AND OPENING REMARKS FROM REGENT DUVAL AND REGENT MANSON

The meeting was called to order on Friday, October 16, 2020 at 2:02 p.m.

Regent DuVal welcomed the committee members and thanked them for agreeing to participate on the advisory committee. Regent DuVal reported that the board office is working on finalizing the selection of a search consultant and the selected consultant will be at the next committee meeting. The regents are committed to an open and deliberate search process. The board has a dedicated page on its website for information and feedback on presidential search.

Draft Arizona Board of Regents Vision for Northern Arizona University (Item 1)

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

Committee members suggested and discussed the following:

- Healthcare in Northern Arizona University
- Highlighting students (1st generation, under represented students - students of color, diverse student population)
- Institution and equity aspiration to equity and justice oriented
- Online / statewide presence
- Access oriented
- Comprehensive university with a diverse population
- Internationally recognized
- Relation with community colleges
- Reflect NAU's history (Education being the foundation)

- Vision similar to previous mission/vision statement
- University strives to connect students with the outside communities and foster collaboration between academic and professional communities

Regent Manson thanked the committee for their input.

Discussion and Input on the Draft NAU Presidential Search Leadership Characteristics (Item 2)

The committee discussed and provided input on the draft NAU Presidential search leadership characteristics.

Committee members suggested the following:

- Reorganize to group characteristics
- Executive and Leadership experience in higher education
- Experience in Economic Development
- Demonstrate positive experience
- Include representation of a diverse faculty, staff and students
- Experience in Education
- Foster collaboration between different programs
- Ability to build on NAU's commitment to Native Americans

Regent Manson thanked the committee for their input and they will review all the items discussed and work on updating the Leadership Characteristics.

Discussion and Input on Community Engagement and Interaction (Item 3)

The committee discussed and provided input on community engagement and interaction. Regent DuVal reported that they are in the listening phase of the search and are gathering as much information as possible to find the right fit for NAU. A Town Hall is being scheduled and some members may be asked to participate. A web portal is available on the ABOR website that allows individuals to provide their input.

Regent Manson stressed that is important for this committee to be transparent in their activities and protect the confidentiality of those potential prospects for the presidency. Process are in place to inform the university, community and policy makers about the progress of the search until a final decision is made and the committee will adhere closely to Arizona's Open Meeting and Public Records Laws and confidentiality requirements pertaining to the search process. ABOR's legal counsel and staff will help guide the committee through this process.

Upon motion by Laurie Dickson, seconded by Kai Simson, the committee approved convening in executive session. Regent Fred DuVal, Regent Lyndel Manson, Chris Bavasi, Jersus Colmenares, K. Laurie Dickson, Dominic Dominguez, Cathryn Ellis, Peter Fulè, Regent Kathryn Hackett King, Ora Marek-Martinez, Ramona Mellott, Steve Palmer and Kai

Simson voted in favor. None opposed and none abstained. Denise TrimbleSmith did not vote.

EXECUTIVE SESSION

The board recessed at 2:55 p.m. and convened in executive session at 2:58 p.m.

ADJOURNMENT

The meeting adjourned at 3:37 p.m.

Submitted by:

Suzanne Templin
Secretary to the Board

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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 board is looking for a visionary, dynamic, accountable and innovative president and chief executive for NAU. The successful candidate will possess leadership characteristics identified below (categorized among five performance areas – leadership, strategy, people management, operating metrics, and relationships with external constituencies). Their order does not imply priority.

LEADERSHIP CHARACTERISTICS

Leadership. Does the candidate have the right experience, credentials and intellectual gravitas necessary to lead NAU? How will the candidate motivate and energize NAU, and ensure the university’s culture is reinforcing its mission and values?

- An excellent reputation for professionalism, transparency, integrity and honesty
- The reputation for open and honest communication and dialogue that engenders trust among constituencies
- Knowledge of and experience in addressing the complex strategic, financial, and resource issues facing institutions of higher education positioned similarly to NAU
- A commitment to the board-identified mission of the university, including its dedication to undergraduate focused education with world-class research in targeted areas of identified strength and a commitment to serving Arizona
- The skills and experience necessary to work effectively with NAU’s fiduciary governing board
- Dedicated to and track record of promoting excellence through diversity, equity and inclusion
- Ability to lead and nurture the focused research mission of NAU
- A background of progressively responsible leadership positions in higher education or in a comparable sophisticated civic or business enterprise
- Academic credentials, including an earned terminal degree, and experience comparable to a tenured faculty member and leadership at a university, although exceptional candidates with outstanding executive experience and achievements outside of academia will also be considered

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- Demonstrated ability to manage change within a complex organizational structure
- Success in recruiting and leading an outstanding senior team and implementing strategic long-range plans in a complex environment
- Demonstrated ability to develop, maintain and inspire an executive leadership team to innovate for future success
- A demonstrated ability to listen and communicate in an authentic and genuine manner in both formal and informal settings, with empathy, respect, and compassion
- 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 explain and implement strategic decisions in a manner that retains constituent support

Strategy. How will the candidate ensure that NAU is performing, that the university is aligned behind the current vision, and the mission and accompanying goals are being effectively implemented?

- The desire to focus on NAU's distinct mission within the Arizona higher education marketplace
- The expertise to refine and communicate NAU's unique identity, strengths and mission and develop and implement a sophisticated and effective branding and marketing strategy for the university
- An understanding of and commitment to NAU as a student-focused, high touch university with small classes
- Dedicated to ensuring access and success for all Arizona students
- Dedicated to NAU's mission to Indigenous people
- The ability to recognize, build upon and communicate NAU's strengths and a demonstrated commitment to the teaching mission of NAU
- The ability to develop and implement a strategy strengthening NAU's state-wide offerings and distributed learning centers
- Ability to strengthen NAU's commitment to Northern and rural Arizona
- Demonstrated ability to foster collaboration on campus toward interdisciplinary work
- Experience in supporting online learning at the undergraduate and graduate levels

People management. Will the candidate put the right people in the right positions and providing them the support they need to achieve the mission and vision and metric goals?

- The ability to recognize and develop talent and appropriately delegate responsibility and authority
- 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 a shared vision for the university
- The ability to retain, recruit, and develop world-class teacher scholars, student-centered support staff, and students that represent the diversity of our state and nation.
- A commitment to academic values and respect for the role of faculty and the principles of shared governance as provided in Arizona law
- The skills necessary to be an effective and collaborative member of the system's executive management team comprising the board executive director and other university presidents in collectively as an enterprise executive committee providing leadership to achieve enterprise goals

Operating metrics. How will the candidate ensure performance, productivity, asset utilization, quality, and constituent satisfaction?

- The ability to successfully achieve system-wide and university specific performance metrics
- The ability to drive the university's success in multiple state-wide, national, and international markets
- 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
- Promotes students' individual growth, discovery, and success so they can contribute to society and meet the needs of employers today and in the future
- Eager to expand and diversify funding sources while remaining missions focused

Relationships with external constituencies. How well will the candidate engage with the NAU's various outside constituencies, including alumni, donors, policy makers, and other stakeholders?

- 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 expand the university's leadership mission in addressing community and state-wide issues
- Ability to develop and augment partnerships with community colleges, tribal colleges and K-12 schools to enhance student access and success
- An exceptional ability to represent university and enterprise interests at the Arizona State Legislature.
- Demonstrate a commitment to working with policymakers at local, state, and national levels
- A record of success in generating significant financial support from both the public and private sectors
- Dynamic fundraiser, who understands the power of engaging donors and partners, and has a strong desire to participate in philanthropic efforts
- 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



Elevator Speech

Northern Arizona University is 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, high desert, national parks, as well as its longstanding working relationships with Indigenous peoples make NAU a true jewel of the Southwest.

Residential: The vast majority of NAU students live on or within a few miles of the Flagstaff campus and are full-time students.

Undergraduate Focus: Approximately 80% of NAU students are undergraduates. NAU has a 19:1 student to faculty ratio and focuses heavily on the undergraduate student experience from admission through graduation. The university prides itself on the resources of a larger university with the culture and personal touch of a small college.

Access Oriented: NAU has guaranteed admission standards for AZ resident students and provides exceptional need and merit based institutional aid to help reduce tuition costs. NAU has campuses in locations state-wide and relationships with AZ community colleges that encourage educational attainment outside of the Flagstaff campus. NAU is also part of the Western University Exchange (WUE) which provides discounted tuition for non-Arizona residents from participating states.

Comprehensive: NAU is dedicated to diversity, equity and inclusion and has seen steady increases in recruitment, retention and graduation of first generation and students of color. NAU offers 686 undergraduate majors, and 238 graduate degree programs across eight colleges to a population of 25,228 undergraduate and 4,338 graduate students statewide. Study abroad and access to international faculty are also available through NAU programs. NAU is an NCAA Division 1 school participating in the Big Sky Conference, with national and divisional championship teams and athletes.

Teaching and Scholarship: A large majority of NAU undergraduate classes are taught by tenured or non-tenured, full-time faculty who hold terminal degrees and are experts in their fields. Students are encouraged to develop personal relationships with their faculty and other mentors on campus.

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Targeted Graduate and Research Programs: NAU prides itself on world-class and nationally ranked graduate and research programs in areas tied to its historic strengths and place. Highly ranked and recognized graduate and research programs are available in Allied Health, Education, Environment and Sustainability, Forestry, Health Disparities in Native and Minority populations, Applied Linguistics, Informatics to name a few.

Highest Ranked College Town: Flagstaff is routinely ranked as one of the top college towns in the nation. At 7,000 feet in elevation, the town boasts a population of approximately 60,000, making it a small town with a big heart. Surrounded by the San Francisco Peaks, Flagstaff experiences all four seasons (a rarity in the state) and thrives on outdoor activities such as running, mountain biking, hiking and the local Arizona Snowbowl ski area is only 25 minutes from campus. Flagstaff is one of the original Dark Sky cities, and home to Lowell Observatory, providing unparalleled star gazing at night and crystal-clear blue skies during the day. The pedestrian downtown has an artsy mountain vibe with restaurants, bars, shopping and outdoor public areas and is a 5-minute walk from campus. The K-12 educational offerings are excellent and include public, charter and private options. Flagstaff Medical Center is a Level 1 Trauma facility.

Colorado Plateau: Flagstaff is the largest city located on the Colorado Plateau. The area contains the largest ponderosa pine forest in North America, nine national parks, including the Grand Canyon, Zion, Bryce Canyon, Arches, Mesa Verde and the Petrified Forest. It also provides easy access to 18 national monuments, volcanos, meteor craters, the Colorado River and its tributaries. The Plateau is also the native land of the Navajo, Hopi, Anasazi and other Native American people. NAU's location within this unique landscape is unmatched by any other comprehensive university and provides a platform for an environmental and cultural education second to none.

Relationships with Indigenous Peoples: NAU has longstanding and productive relationships with its Indigenous neighbors. The Flagstaff campus houses a Native American Cultural Center that embodies Native values and symbolizes NAU's commitment to Native Americans. NAU's supports the BRIDGES program, directly aimed at Native American student success at NAU. The College of Education has strong relationships with educational entities such as Dine College and the K-12 system on the reservations, working to provide training for teachers and educational leaders in these areas. NAU also has highly respected ongoing research work related to Native communities in the Center for Health Disparities and the Partnership of Native American Cancer Prevention. NAU is actively working to become one of the top Native American serving institutions in the country. (NAU is currently ranked 14th in the nation, if going by number of enrolled Native Americans).