



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.
- A 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 strengths and a commitment to serving Arizona.
- The skills and experience necessary to work effectively with NAU’s fiduciary governing board.
- A record of commitment, advocacy and success in advancing diversity, equity and inclusion (e.g., recruitment and retention of diverse faculty and staff; infusion of diversity and inclusive teaching practices into the curriculum; and promotion of a work environment that is inclusive and collegial for all faculty, staff and students) with a commitment to creating an inclusive environment and closing equity gaps for underrepresented populations.
- 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.

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- 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.
- 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, the university is aligned behind the current vision and 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, individual centered university with small classes.
- Dedicated to ensuring access and success for all students.
- Ability to execute on NAU's commitment to become the nation's leading university serving Indigenous peoples and sovereign Native Nations.
- Ability to work hand-in-hand with the Arizona Board of Regents, Flagstaff community, faculty, staff, students and senior staff to provide compassionate, culturally relevant

and competent leadership and guidance around diversity, equity and inclusion initiatives.

- A desire to act as a bridge builder within the broader NAU community and ability to nurture a vibrant and healthy community where all people feel welcomed and valued.
- A record of embracing a teacher-scholar model across all disciplines while supporting rigorous and groundbreaking research that drives economic, health, and environmental policy and practice.
- 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 statewide 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 instill enthusiasm and support from others for 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.
- A deep understanding of and passion for the work of inclusion and diversity; a willingness to be a leader, ambassador and catalyst for change in a complex and dynamic environment, respecting all constituent groups using current and proven best practices for efficient and successful results; and knowledge of current diversity issues

with a clear understanding of the importance of an inclusive and diverse environment in a comprehensive university or similar setting.

- The skills necessary to be an effective and collaborative member of the system's executive management team comprised of the board's executive director and other university presidents in a collective 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 statewide, 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 mission focused.

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

- Recognition of NAU's distinctive role in and importance to the state, Flagstaff and other Northern Arizona communities, and a commitment to continue and expand the university's leadership mission in addressing community and statewide issues.
- Ability to develop and augment NAU's strong relationship and partnerships with Arizona's Indigenous peoples and sovereign Native Nations.
- 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 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.