



## **Qualifications and Priorities for NAU Interim Leadership Appointments June 2021**

### Professional Qualifications for Interim Appointments

The successful candidate will have the following professional qualifications:

- A history of successful leadership, communications, and management experience in administrative positions of increasing responsibility in the academic, research, or student affairs area, as appropriate;
- A record of using quantitative and qualitative data and analytics to solve problems and address challenges in a creative and collaborative manner;
- Demonstrated leadership in advancing student success through cross-divisional collaboration;
- Proven effectiveness in managing complex budgets, fiscal planning, resource allocation, strategic planning, organizational development, and other administrative functions; and
- Demonstrated capacity to champion the academic mission, core values, and future success of NAU and its faculty, students, and staff.

### Preferred Leadership Qualifications for Interim Appointments

The successful candidate will have a leadership style that reflects the following:

- A collaborative, consultative, thoughtful, confident, honest, transparent, effective, energetic, trusting, engaging, decisive, fair, and equitable approach;
- A demonstrated commitment to diversity, equity, and inclusion and a sincere respect for faculty teaching, scholarship, service, academic freedom, and the value of creative learning environments;
- A passionate commitment to student success;
- Strong communication skills with demonstrated expertise in interpersonal, active listening, and conflict management skills;
- Exceptional ethical standards and strong moral values befitting a trusted senior leader; and

- A strong commitment to data-informed decision-making, continuous improvement, and effective change management leadership aimed toward fulfilling our institutional mission and ensuring a sustainable financial future for NAU.

#### Priority Areas for Interim Provost and Vice President for Academic Affairs (AY 2021-22)

- 1) Enhancing support for a safe, vibrant, and engaging Fall 2021 semester that maximizes student learning, success, sense of belonging, and well-being across all statewide sites and teaching modalities;
- 2) Providing strong and steadying transitional leadership to establish trust and transparency through a consultative approach and respect for faculty and staff and their many contributions;
- 3) Strengthening inclusive and collaborative engagement and communication that results in productive shared governance policies and practices and the empowerment of department chairs and directors and college deans;
- 4) Contributing to the evaluation of existing policies, practices, processes, and structures with an eye toward modifications that recognize unique circumstances and the need for nimbleness and efficiency on the one hand, and the identification of circumstances where uniform, consistent processes are needed for equity, accountability, resource constraints, and compliance on the other hand;
- 5) Setting the foundation for an inclusive, collaborative review of NAU's portfolio of academic programs and delivery models, including discussions of in-person, statewide, and online offerings and workforce development strategies to best serve our current and future students;
- 6) Collaborating closely with the Interim Vice President for Research in facilitating inclusive discussions regarding NAU's distinctive excellence;
- 7) Providing University-wide support for diverse scholarship and creative activity, maintenance of our existing pillars of excellence, and operationalization of a student-centered teacher/scholar model that embraces a wide-scope of interdisciplinary research and creative activities; and
- 8) Strengthening the partnership with Enrollment Management and Student Affairs—alongside deans, chairs/directors, faculty, and staff—to provide an integrated and holistic approach to culturally relevant student recruitment, retention, and success efforts.

#### Priority Areas for Interim Vice President for Research (AY 2021-22)

- 1) Attending to matters of operational effectiveness and collaboration that include stabilizing office staffing and supporting staff in their efforts to ensure regulatory

compliance and improvements in the pre-award and post-award processes for faculty and student researchers;

- 2) Strengthening TRIF funding planning, communication, and advocacy as we consider the recalibration and nimbleness of NAU's investments to ensure that a broad portfolio of scholarly and creative activities is supported in alignment with ABOR policy and State and Federal priorities;
- 3) Celebrating and promoting the research, scholarly, and creative accomplishments of the University's faculty and students; and
- 4) In collaboration with the Interim Provost and other senior leaders, facilitating inclusive discussions regarding NAU's distinctive excellence, University-wide support for diverse scholarship and creative activities, maintenance of our existing pillars of excellence, better organizing for innovation, investing in Library resources, reviewing indirect cost recovery policies and practices, engaging with Tribal leaders, and operationalizing a student-centered teacher/scholar model that embraces a wide-scope of interdisciplinary research and creative activities.

#### Priority Areas for Interim Vice President for Student Affairs (AY 2021-22)

- 1) Prioritizing support for a safe, vibrant, and engaging Fall 2021 semester that maximizes student learning, success, sense of belonging, and well-being across all statewide sites and teaching modalities;
- 2) Building bridges and serving as a strategic partner with Enrollment Management and Academic Affairs, focusing on the immediate goal of achieving FY20 enrollment levels through comprehensive, culturally relevant recruitment, retention, and student success efforts that will advance educational attainment;
- 3) Attending to matters of operational effectiveness and collaboration throughout Student Affairs that include supporting NAU's compliance with Title IX and leadership in the Office of the Dean of Students, and strengthening cross-unit collaboration and partnership to enhance communication and operations;
- 4) Leading an inclusive, collaborative review of NAU's portfolio of student success programs, support services, and initiatives to identify how to best serve our current and future students; and
- 5) Collaborating on a review of organizational and programmatic linkages with Enrollment Management and Academic Affairs and other relevant units across the University.