NAU
NORTHERN ARIZONA UNIVERSITY

Dean of the College of Engineering, Informatics, and Applied Sciences

Leadership Profile

Spring 2024

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Executive Summary

Northern Arizona University (NAU) seeks a visionary, inclusive, and strategic leader as its next dean of the College of Engineering, Informatics, and Applied Sciences (CEIAS).

Founded in 1899, Northern Arizona University (NAU) began as a teacher's college, and its commitment to building a better tomorrow through access to a world-class education remains central to the university's mission. Students, mentored by faculty members renowned in their fields, are at the center of all institutional efforts. In the classroom and online, through hands-on experiences in an unparalleled learning environment, and with the NAU community supporting them every step of the way, students discover and hone their ambitions. NAU's academic programs, research, public service, and creative endeavors enrich lives and create opportunities in Arizona and beyond. The institution's mission is to develop solutions to today's challenges and drive innovation in a supportive, inclusive, and diverse environment.

NAU has grown significantly in recent decades in its student population, scholarly endeavors, and public service. Today, the institution serves almost 29,000 students through multiple offerings: the traditional college campus experience in Flagstaff, set against a remarkable landscape at the base of Flagstaff's San Francisco Peaks in one of the nation's finest college towns; the convenience of attending classes at one of over 20 locations across the state; and an award-winning online experience with over 125 virtual programs. NAU is dedicated to upholding the same high standards of education across all locations and delivery options. Under the leadership of the university's 17th President, Dr. José Luis Cruz Rivera, NAU has adopted a new strategic plan, NAU 2025 – Elevating Excellence, that is guided by the vision to be the nation's preeminent engine of opportunity, vehicle of upward mobility, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond. The results of this visionary leadership are already impressive, with records in first-year enrollments, philanthropic support, and research expenditures all being celebrated as NAU continues to raise its profile as a national leader in student access and academic excellence.

The College of Engineering, Informatics, and Applied Sciences (CEIAS) is home to 85 faculty and 10 staff who serve nearly 2,700 undergraduate and graduate students in a range of high-quality programs. CEIAS faculty members are rapidly accelerating their engagement in impactful research, and the College currently oversees over $6M in annual research expenditures. CEIAS's current departments consist of Civil Engineering, Construction Management, and Environmental Engineering (CECMEE); Mechanical Engineering (ME); and the School of Informatics, Computing and Cyber Systems (SICCS).

The new dean will help create and advance a forward-looking vision for the CEIAS. This vision will build on the University's strategic plan, the College's responsive program portfolio, innovation in engineering education, strengths in innovative interdisciplinary research, and involvement of undergraduates in research, as well as further commitments to student success, workforce development, impactful research, and partnerships. The dean will collaborate within and beyond the college to develop an agenda that leverages diverse strengths in teaching, research, and partnerships that sharpens focus around a thematic niche that fits the unique profile of NAU and distinguishes CEIAS as a nationwide leader. CEIAS's reputation and impact are strengthened by strong workforce connections and industry partnerships, as highlighted by the recent $13 million investment from the Arizona Commerce Authority in support of metrology research and training centers to support Arizona's booming semiconductor industry.

The dean will lead the development of community among the units, faculty, and staff that comprise the College and who share a common vision and high aspirations. Building an equitable and inclusive community, recruiting and retaining a diverse and talented faculty and staff, and expanding access and promoting exceptional outcomes for the College's students are key goals for the dean that will be carried out in concert with the university community as a whole. The incoming dean will also be a strong partner to University leadership and build relationships across the University, as well as with external partners. Working closely with NAU's foundation and the Dean's Advisory Board, the dean will also be a leading advocate and fundraiser for the college, especially as NAU embarks on a comprehensive fundraising campaign.

The next dean must possess an earned doctorate from an accredited institution in one of the disciplines of the College, including any field of engineering, computer science, or informatics, or in a closely related field. They must also have a distinguished record of teaching, scholarship, and leadership that warrants a tenured appointment at the rank of full Professor. Finally, candidates must have demonstrated successful administrative leadership experience in higher education as a center or institute leader, chair, associate dean, dean, or comparable position with responsibilities that include budget oversight and fiscal strategy, strategic planning, personnel management, performance reviews, and promotion and tenure decisions.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Dean

The Dean of the College of Engineering, Informatics, and Applied Sciences (CEIAS) is the chief academic and administrative officer of the College and reports to the Executive Vice President & University Provost. The Dean will develop productive working relationships with institutional administration, faculty, students, and industry and community partners.

The Dean will be responsible for:

- **Vision and Planning:** as part of a collaborative university and academic affairs leadership team, create a vision and agenda for CEIAS that aligns with the mission, values, and priorities of the university.

- **Communication:** lead communication within the college, across the university, and with external stakeholders that supports transparency, builds a common sense of direction, and showcases accomplishments of CEIAS programs, faculty, and students.

- **Financial Acumen and Strategy:** oversee the college budget planning and management; invest and grow the college's financial resources in alignment with university priorities.

- **Departmental Administration:** appoint and mentor academic unit and college leaders, administrative staff, and periodically review the performance of chairs and administrators in concert with the Provost.

- **Personnel:** set priorities and lead efforts to recruit and retain mission-driven and diverse faculty and staff talent in alignment with University policy; lead development and implementation of faculty evaluation protocols in support of college and university goals; promote mentoring and development opportunities for faculty and staff.

- **Educational Leadership:** cultivate collaborative leadership for the development and enhancement of academic programs that support student momentum and propel postgraduate success and career outcomes; promote effective pedagogy and innovation, cost-effectiveness, and fidelity to standards and accreditation; work across university divisions to drive student recruitment and retention.

- **Research Leadership:** champion and support an active and vibrant research ecosystem that fosters interdisciplinary collaboration and impact. Promote a culture of research excellence by fostering an environment that encourages faculty, staff, and students to pursue innovative research projects, secure external funding, and disseminate their findings through scholarly publications and presentations.

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- **Fundraising and Outreach:** establish a foundation for active and sustainable fundraising; participate in various councils, commissions, and committees that advance and secure additional resources, reputation, and overall visibility for the college; represent the college within the state and national boards and organizations; and participate in other appropriate groups as the external face of the college's work.

- **College Governance:** create ad hoc committees of the collegiate faculty; hear faculty grievances; promote academic freedom and responsibility; ensure that the college provides a diverse, opportunity- and perspective-rich environment; and model principles of shared and university governance in leading change management.

- **Inclusive Excellence:** foster all forms of inclusive excellence among students, faculty, and staff, supporting achievement in learning, research, and professional endeavors by building an inclusive community where individuals from all backgrounds and lived experiences have a sense of belonging and the necessary supports to power their success.
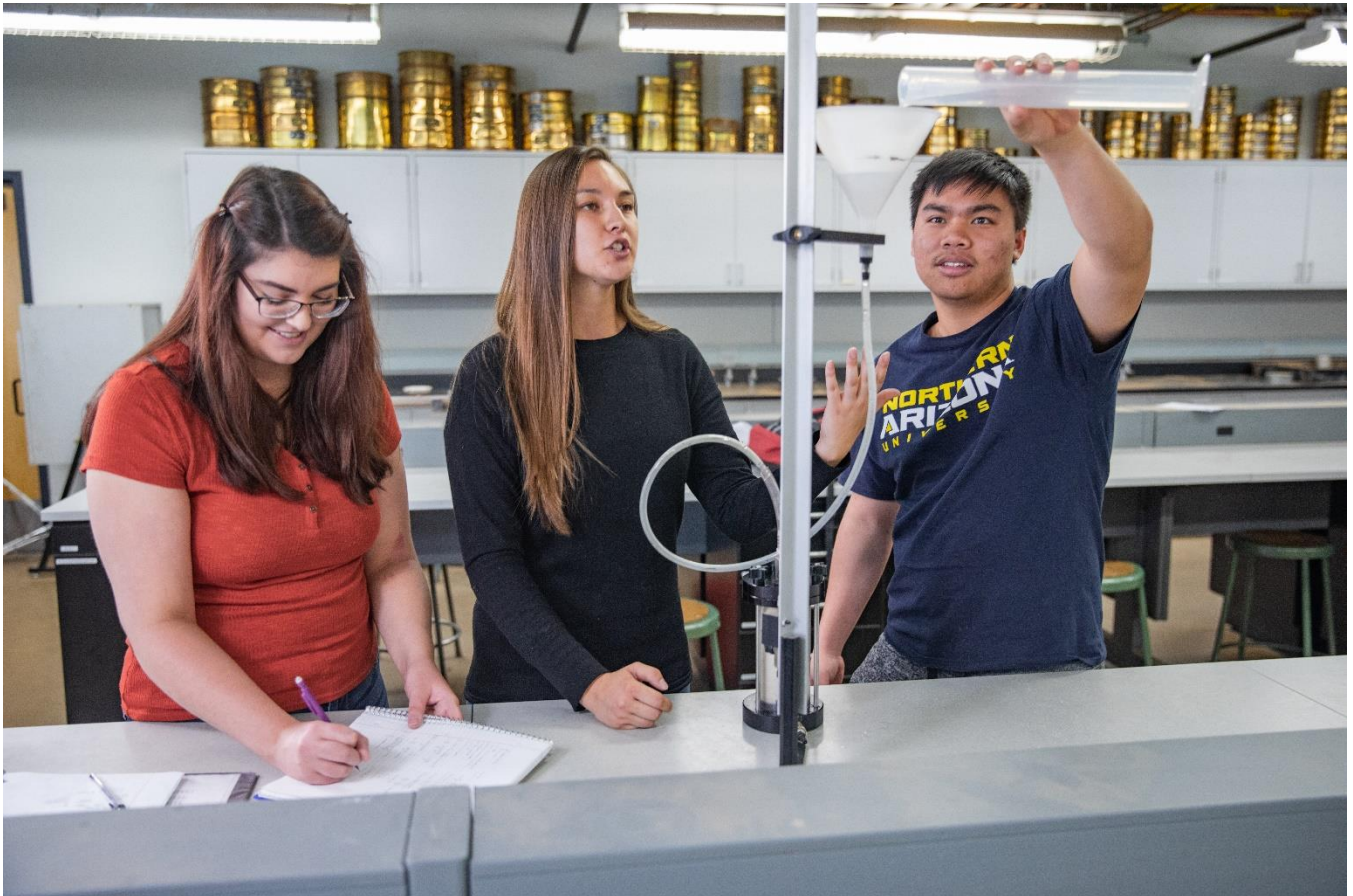
Opportunities and Expectations for Leadership

In no particular order, the dean will be charged with addressing the following opportunities and challenges:

- **Support and advance a strategic vision for the future of CEIAS.**

The new dean will help create and advance a forward-looking vision for the future of the College of Engineering, Informatics, and Applied Sciences at NAU. This vision will build upon the College's current Strategic Plan 2021-2026 and the university-wide strategic plan, NAU 2025 – Elevating Excellence, while also integrating the unique strengths and goals of each CEIAS unit The current priorities include supporting student success through access and attainment, research, and discovery; CEIAS's commitment to Native American and other underrepresented students' success in science and engineering; and growing industry connections and ensuring the long-term sustainability of the College and its operations. Working in close partnership with faculty, staff, students, and internal and external partners, the new dean will have the opportunity to build upon the current strengths of the college and its units, while also preparing for its future.

- **Catalyze and advance collaboration**.

The incoming dean will inspire and actively model the College's commitment to collaboration across academic units, both within CEIAS and across the university, as well as with external constituents, to realize new synergies and build and enhance existing cooperative partnerships. Internally, the dean will assess the current structure and operations of the College and identify opportunities for efficiency and collaboration. It is also expected that the dean will effectively advocate for faculty, staff, and students in the College while promoting opportunities to collaborate with other academic units across the University.

The dean will strive to sustain current external relationships and create deeper intentional partnerships between faculty, community leaders, and industry partners to enhance the College's already substantial impact in the region and beyond. The dean will also encourage and support faculty and students to seek new external opportunities that deepen the academic experience and further the mission of the institution.

- **Grow enrollment and support student success.**

The need for a diverse and highly skilled workforce of STEM professionals will continue to grow in Arizona and across the country, particularly in light of Arizona's significant workforce growth in the semiconductor industry. NAU is committed to expanding access to the dynamic and high-quality learning opportunities available in CEIAS. Successfully growing enrollment at the Flagstaff campus, Online, and Statewide will entail a number of coordinated activities, including the following: securing new funding sources for students, enhancing recruitment practices, strengthening the student experience, and ensuring professional development opportunities and internships for students. The next dean will be expected to prioritize student success and support increased degree attainment across the College. They must also have a deep commitment to high-quality teaching, experiential learning, innovation and entrepreneurship, and emerging trends in education for engineering, informatics, and the applied sciences.

The dean must also work closely with the college leadership team to ensure that all accredited undergraduate and graduate programs continue to maintain accreditation.

- **Foster a culture of inclusive excellence and build community throughout the college.**

NAU and CEIAS are committed to fostering an environment that ensures inclusion, equity, and belonging for faculty, staff, and students from all backgrounds and lived experiences. CEIAS is committed to becoming the nation's leading engineering and applied science college serving Native American and underrepresented students. Current priorities include growing the enrollment of underrepresented students, achieving uniformly high completion across student populations, expanding culturally competent learning and mentorship opportunities, and increasing community partnerships in scholarship and education with Native nations.

The next dean must inspire and motivate the college around a vision for a more equitable and inclusive community while recruiting, developing, and retaining a diverse and talented faculty, staff, and student body. The next dean must ensure a healthy and productive work environment and organizational culture of openness, fairness, and transparency that celebrates the open exchange of ideas and free expression and promotes an environment of inclusion and belonging. The dean will provide visible, accessible, and engaged leadership and will make it a priority to communicate actively throughout the college community, both formally and informally.

- **Recruit highly qualified faculty and staff; promote high aspirations and achievement.**

The continued growth and excellence of the College will require an ongoing focus on the recruitment, retention, and development of faculty and staff. Committed and engaged faculty and staff are crucial to fulfilling the College's academic mission and meeting its goals. The dean will guide the strategy for recruitment of highly qualified, mission-driven faculty and staff; support professional development and growth; and cultivate an environment that is engaging, energizing, and builds commitment to the college and university. The dean will support higher levels of faculty research success and external funding, ensuring CEIAS is an inspiring place for faculty with ambitious research goals, while also supporting the College's commitment to excellence in teaching and engagement.

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- **Facilitate research and discovery.**

The dean will work collaboratively with university leadership and college leaders, research centers, and funding agencies to develop resources and guide strategic investments in the college research enterprise in alignment with the university's strategic plan. The dean will support the professional development of faculty members by providing mentorship, guidance, and resources to enhance their research productivity, secure external funding, and achieve recognition for their scholarly contributions. In addition, the dean will provide vision, leadership, and support for the expansion of opportunities for undergraduate and graduate student participation in research that contributes to the university's goals for student success.

- **Further strengthen fundraising, alumni and corporate engagement, and external visibility for the College.**

The dean will develop, lead, and support corporate, alumni, and donor relations strategies and activities on behalf of the College. NAU is currently preparing to launch a comprehensive fundraising campaign. The new dean will have the opportunity to build a vision for the future of the college and leverage financial support for that vision. The dean will maximize engagement opportunities and grow significant philanthropic support of the College. Working closely with the NAU Foundation, the dean will raise funds for key philanthropic priorities, including securing endowed funds for faculty positions, student scholarships, and other areas of strategic emphasis.

The next dean will be a confident and compelling advocate with external partners through exceptional networking, negotiation, and communication skills. A key goal will be to enhance the visibility of the College both internally and externally and strengthen CEIAS's identity in the context of NAU's overall strategic vision. The dean will articulate the College's distinctive areas of strength and impact, and seek avenues to promote the achievements of its faculty, students, and graduates and its suite of educational and research programs.

Professional Qualifications and Personal Qualities

Minimum Qualifications

- Possess an earned doctorate from an accredited institution in one of the disciplines of the College, including engineering, computer science, or informatics, or a closely related field.

- Have a distinguished record of teaching, scholarship, and leadership that warrants a tenured appointment at the rank of Full Professor.

- Have demonstrated successful administrative leadership experience in higher education as a center or institute leader, chair, associate dean, dean, or comparable position with responsibilities that included budgets, strategic planning, personnel management, performance reviews, and promotion and tenure decisions.

Preferred Qualifications

- Demonstrated success in the administration of complex academic units and management of diverse types of programs, faculty, and staff.

- Successful record of developing and sustaining high-quality, student-centered university coursework and curricula at both the undergraduate and graduate levels, including professional programs.

- Successful record of impactful scholarship and the acquisition and management of extramural funding.

- Proven record of advocacy for the college and its units with university leadership, and collaboration with university Deans in support of institutional goals and fiscal sustainability.

- Ability to cultivate relationships that generate philanthropic support, alumni engagement, and fundraising activities.

- Proven record as a visionary, builder, and manager of fast-growing engineering and computing programs in the rapidly changing higher education landscape.

- Demonstrated experience in successful program review and accreditation processes.

- Demonstrated strengths in effective communication, mentoring, and consensus building.

- Demonstrated record of strong college-internal faculty visibility and relations, with emphasis on learning the unique academic and research priorities of individual units, labs, and faculty.

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About Northern Arizona University

Overview

NAU aims to be the nation's preeminent engine of opportunity, vehicle of economic mobility, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond.

NAU delivers a student-centered experience through rigorous academic programs in a supportive, inclusive, and diverse environment. The University currently serves over 21,000 students at the Flagstaff campus and over 7,000 students at more than 20 statewide locations and online. The Flagstaff campus is one of the largest residential campuses in the western United States. Over 66% of NAU's student body comes from the state of Arizona, with 34% from other states and countries. With its proximity to several Native American Nations, NAU hosts students from approximately 100 distinct, federally-recognized tribes. The University enjoys a robust international student population totaling more than 900 students. Furthermore, 42% of the undergraduate student population are first-generation college students. The University's longstanding history of educating and partnering with diverse students and communities throughout Arizona is reflected in its strategic commitment to Indigenous Peoples and equitable access and pricing initiatives that focus on advancing prosperity, equity, and social impact, enhanced by its designation as a Hispanic-Serving Institution (HSI).

NAU's 4,600 world-renowned faculty and staff are dedicated to helping ensure students achieve academic excellence, experience personal growth, have meaningful research and experiential learning

opportunities, and are positioned for personal and professional success. NAU currently has a Carnegie classification as an R2 "doctoral, high research" university, but is expected to transition to an R1 "doctoral, very high research" classification in 2025, making NAU one of only a handful of public universities that have both R1 and HSI designations. The university has annual research expenditures in excess of $77 million and an endowment of over $198 million, which has been fueled by three back-to-back record fundraising years.

Beyond the traditional college experience at the Flagstaff campus, NAU offers programs at statewide locations throughout Arizona, including in Phoenix, Yuma, and Tucson. Strengthening this effort, NAU has robust partnerships with all ten community college districts in Arizona—powered by the NAU-led Arizona Attainment Alliance (A++). With this broad reach and multitude of locations, NAU offers high-value degrees and credentials to meet students' needs, regardless of place of residence and life circumstances. In addition, NAU offers undergraduate and graduate programs through NAU Online that complement other aspects of its academic portfolio and help meet the needs of students in Arizona and around the world.

In the fall of 2023, the institution announced NAU Health, a forward-thinking initiative aimed at improving health outcomes for all Arizonans, particularly those in rural, Indigenous, and underserved communities. At the center of this initiative is the creation of a distinctive new College of Medicine that will focus on educating primary healthcare providers who reflect the residents of Arizona and who will remain in the state to serve Arizona's increasingly diverse population.

As a community-engaged engine of opportunity, NAU powers social impact and economic mobility for the students and communities it serves. Additional information about NAU and its history, programs, and local, regional, and global impact can be found at http://www.nau.edu and https://nau.edu/impact/.

Vision

NAU aims to be the nation's preeminent engine of opportunity, vehicle of economic mobility, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond.

Mission

NAU transforms lives and enriches communities through high-quality academics impactful scholarship, creative endeavors, and public service.

Commitment

NAU will educate, support, and empower students from all backgrounds, identities, and lived experiences to reach their full potential and contribute to a more just, equitable, inclusive, prosperous, and sustainable future.

NAU 2025

Elevating Excellence is NAU's roadmap for delivering a bold and boundless future for all. The strategic priorities described represent a robust synthesis of the NAU community's thoughtful engagement and

bold aspirations for the future, and it reflects the evolving challenges and opportunities that they face as an engaged public institution of higher education.

Colleges

- College of Arts and Letters
- College of Education
- College of Engineering, Informatics, and Applied Sciences
- College of Health and Human Services
- College of Social and Behavioral Sciences
- College of the Environment, Forestry, and Natural Sciences
- Honors College
- The W.A. Franke College of Business

University Centers and Institutes

NAU is home to a variety of centers and institutes from across its academic colleges. Featuring industry-leading STEM research, expansive historical studies, community- and minority-focused initiatives, and much more, these groups empower NAU's students, staff, and faculty members to follow their passions, overcome diverse challenges, and realize their visions.

Centers:

- Air Force ROTC
- Center for Adaptable Western Landscapes
- Center for Ecosystem Science and Society (ECOSS)
- Center for Health Equity Research (CHER)
- Center for International Education (CIE)
- Center for Materials Interfaces in Research and Applications (MIRA)
- Center for STEM Teaching and Learning
- E-Learning Center
- Inclusive Excellence

Institutes:
- Center for Service and Volunteerism
- Diné Institute for Navajo Nation Educators
- Ecological Restoration Institute (ERI)
- Economic Policy Institute
- Institute for Human Development (IHD)
- Institute for Tribal Environmental Professionals (ITEP)
- Martin-Springer Institute
- Pathogen & Microbiome Institute (PMI)

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About the College of Engineering, Informatics, and Applied Sciences

The College is home to 85 faculty and 10 staff who serve close to 2700 undergraduate and graduate students in a range of high-quality programs. The faculty members are rapidly accelerating their engagement in impactful research, and the College currently oversees over $12.5M in annual research expenditures. CEIAS's current departments consist of Civil Engineering, Construction Management, and Environmental Engineering (CECMEE); Mechanical Engineering (ME); and the School of Informatics, Computing and Cyber Systems (SICCS). CEIAS offers ABET-accredited bachelor's degrees in computer science, and civil, environmental, mechanical, computer, and electrical engineering; an ACCE-accredited degree in construction management; and degrees in cybersecurity, informatics information technology, mechatronics, software engineering, and immersive media and games. CEIAS offers master's degrees in engineering, computer science, informatics, and information technology programs, and doctoral degrees in informatics and computing, mechanical engineering, and bioengineering.

Mission

We combine interdisciplinary scholarship and technological innovation with distinctive and forward-looking academic programs to support economic and societal vitality and entrepreneurship while preparing students for professional opportunities of the future.

Vision

We will be a national leader in offering life-changing and inclusive learning opportunities that are coupled with scholarly excellence in creating knowledge and technologies that advance human and environmental well-being.

Values

Our values emanate from institutional values and inform everything we do across our student-related, scholarly, and community engagement service activities:

- **Student Centered**: Supporting student success, learning, and professional achievement are at the core of our academic offerings and scholarly work.
- **Integrity**: Transparency, honesty, and equitable treatment guide our policies and operations.
- **Diversity**: Mutual respect and inclusiveness help us build an intellectually vibrant community that draws on the broadest possible talent pool.
- **Service**: We engage with and positively impact local, regional, national, and world communities in partnership and reciprocity.
- **Discovery**: We pursue a better understanding of the natural world as an essential component of designing innovative technologies and systems.
- **Excellence**: We expect the highest level of achievement and demonstrated success of our students and ourselves.

Inclusive Excellence in CEIAS

The College of Engineering, Informatics, and Applied Sciences (CEIAS) at Northern Arizona University is committed to cultivating an environment where people of all backgrounds, identities, and lived experiences are welcomed and treated with equity and respect. In CEIAS, we value diversity in race, color, ancestry, ethnicity, citizenship, and national origin; gender identity, expression, and sexual orientation; socio-economic and cultural background; religious beliefs; physical abilities; veteran status; age and life experiences. We celebrate the unique identities and perspectives in our community and continually strive to increase all individuals' sense of belonging and ability to reach their full potential in our college.

Mindful of the practices, behaviors, and beliefs historically present in STEM fields, CEIAS stands committed to removing institutional barriers that may prevent participation from working class, first-generation, and other groups. We recognize these barriers as a disservice both to Engineering, Informatics, and Applied Sciences and to individuals who may feel discouraged from participating in these fields. As such, CEIAS is taking action to ensure a more inclusive atmosphere, while continually striving to improve policies and procedures that reflect this ideology and encourage collaboration between individuals with unique perspectives.

In our Inclusive Excellence efforts, we are committed to the following:

1. Advocating for an environment of inclusion and respect in and out of the classroom.

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2. Assessing, developing, and implementing strategies focused on generating purposeful support for working class, first-generation, and other students.

3. Increasing support and implementing strategies to recruit mission-driven and diverse faculty, staff, and administrators who can meet the needs of our students.

4. Adopting accurate and reliable evaluation and assessment methods and metrics for initiatives that support inclusive excellence.

5. Creating an understanding and appreciation of how inclusive excellence is implemented within CEIAS.

Schools and Departments

NAU's College of Engineering, Informatics, and Applied Science offers a variety of highly-ranked computer and engineering degree programs from departments across the university, to partner with esteemed faculty to meet today's challenges and uncover tomorrow's solutions. Surrounded by one of the most ecologically diverse natural labs in the world, students can perform revolutionary research in 30 high-tech labs and institutes and develop an entrepreneurial approach to discovery.

- Civil-Environmental Engineering
- Construction Management
- Mechanical Engineering
- Cyber-Systems

Research

NAU's commitment to research has grown considerably over the years. The College of Engineering, Informatics, and Applied Sciences has attracted some of the best faculty in every discipline by giving them an academic home that empowers them to do their best scholarly activity while ensuring that students (undergraduate and graduate alike) get the chance to work closely with these experts on new research.

Research Areas:

- Cyber and Software Systems
- Ecological and Environmental Informatics
- Health and Bioinformatics
- Building Science & Construction
- Water Resources Engineering
- Environmental Engineering
- Transportation Engineering
- Geospatial Systems
- Pedagogy & STEM Outreach
- Renewable energy and carbon capture
- Smart Materials and Intelligent Systems
- Biomechanics and medical devices

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- Robotics, control, and assistive devices
- Remote Sensing
- Structural, Geotechnical & Materials Engineering

Collaborative Centers and Institutes
- Center for Ecosystem Science and Society
- Center for Materials Interfaces in Research & Applications
- Pathogen and Microbiome Institute
- Center for Health Equity Research

CEIAS Dean's Advisory Board

The purpose of the College of Engineering, Informatics, and Applied Sciences Dean's Advisory Board is to provide support and advice to the College in developing and achieving its strategic plan/vision. The Board helps in sustaining and enhancing the reputation of the College, making a connection to industry partners, and drawing upon perspectives, knowledge, and experiences from global trends. The Board members will assist the College in identifying future opportunities and foster fundraising efforts to support strategic initiatives.

Leadership

Dr. José Luis Cruz Rivera, President

Cruz Rivera began his tenure as the 17th President of Northern Arizona University in June 2021. During his first year of service, he collaborated with university stakeholders in the development of the NAU 2025 – Elevating Excellence strategic roadmap. The roadmap, which articulates a bold vision for a New NAU, has inspired several impactful initiatives that are delivering equitable postsecondary value to the students and communities of Arizona and beyond, as highlighted in NAU's 2023 State of the University address.

Prior to joining NAU, Cruz Rivera served as President of The City University of New York's (CUNY) Herbert H. Lehman College (Bronx, NY) and as Executive Vice Chancellor and University Provost of the 25-campus, 500,000-student CUNY system—the world's largest urban university.

Previously, Cruz Rivera served as provost of California State University, Fullerton. He is a former vice president of Higher Education Policy and Practice at The Education Trust in Washington, DC, and a former Chief Student Affairs Officer for the University of Puerto Rico system. He began his career as a faculty member in engineering at the University of Puerto Rico, Mayagüez, rising through the ranks and serving as chair of the Electrical and Computer Engineering Department and dean of Academic Affairs.

A leading national advocate for equitable educational policies, Cruz Rivera is a frequent keynote speaker and writer on higher education issues. He has testified several times before the US Congress, and his work has been funded by federal, state, and philanthropic organizations including the National Science Foundation, Lumina Foundation, Bill & Melinda Gates Foundation, the Andrew W. Mellon Foundation, and the US Department of Education, among others. His work in higher ed has been covered by many media outlets, including *The Chronicle of Higher Education*, the *New York Times*, the *Washington Post,* and *Univision*.

Cruz Rivera chairs the board of directors of The Education Trust and serves on the National Advisory Committee for Institutional Quality and Integrity (NACIQI), the Arizona Commerce Authority, the steering committee of the Presidents' Alliance on Higher Education and Immigration, and several other boards, commissions, and advisory groups. In the past, he has served on the board of directors of the American Association of State Colleges and Universities (AASCU), Data Quality Campaign (DQC), New York Botanical Garden, the Institute for Higher Education Policy, and as a member of the Community Advisory Group of the Federal Reserve Bank of New York, and as a commissioner on the Postsecondary Value Commission, among others.

Cruz Rivera is a Senior Member of the Institute of Electrical and Electronics Engineers, a patented inventor, published scholar, and a National Science Foundation Career Award recipient. He earned his bachelor's degree in electrical engineering (magna cum laude) from the University of Puerto Rico, Mayagüez, and his master's and doctorate degrees from the Georgia Institute of Technology, specializing in optical interconnections for ultracompact massively parallel processing systems.

President Cruz Rivera is the oldest of four, father of five, and grandfather to two. He shares his life with Dr. Rima Brusi from whom he has learned much and with whom he forever will live in love.

Dr. Karen Pugliesi, Executive Vice President and University Provost

Dr. Karen Pugliesi has served as Executive Vice President & Provost since June 2021. She is **a** Professor of Sociology and has served in a variety of leadership positions at NAU for over 20 years. As NAU's provost**,** Pugliesi has strengthened collaboration within the Division of Academic Affairs and worked closely with the university's deans and faculty to align priorities and investments with the NAU 2025 – Elevating Excellence roadmap. She has led collective efforts centered on enhancing the learning experience and ensuring graduates of NAU's degree programs achieve outcomes that propel careers and the engagement of NAU alumni as leaders in professions and communities.

Pugliesi and the university's leadership team of vice provosts and deans have pursued several focused initiatives supporting NAU's strategic plan. These include NAU Health, an ambitious initiative to grow health professions, behavioral health, and nursing programs to increase access to quality health care in Arizona's underserved communities. NAU will move into the preparation of primary care providers with a distinctive medical school in the planning phase. 100% Career Ready, which will ensure that NAU's baccalaureate and master's programs prepare students and support them for strong initial placement and advancement in likely career paths. Faculty recruitment strategies have been adapted to increase success in recruiting talented teachers and scholars who will contribute to advancing the university's mission and goals. A restructuring and renewed focus on NAU Online and academic pathways with community colleges statewide that offer programs responsive to Arizona's dynamic economy, which together are increasing access to NAU's programs across the state and beyond. And a systemic commitment to student success through an all-hands approach led by the college deans to shape program portfolios, reduce curricular complexity, and promote evidence-based, inclusive course design and inclusive pedagogy to drive student academic momentum.

Pugliesi previously served as Dean of the College of Social & Behavioral Sciences, Vice Provost for Academic Affairs, Dean of University College, Vice Provost for Undergraduate Studies, and Chair of the Department of Sociology & Social Work during her tenure at NAU. Her research has focused on the impact of chronic stressors linked to social roles, work conditions, and familial caregiving on well-being; social support networks; emotion management in the workplace; and the links between social conditions, stress, and medicalization of emotional experiences.

Flagstaff, Arizona

Located in the mountains of northern Arizona, Flagstaff is not the Arizona experience you may expect. At 7,000 feet elevation, Flagstaff enjoys four distinct seasons and is home to the largest ponderosa pine forest in the world. It rarely exceeds 90 degrees in the summer, fall brings a brilliant change of color, winter snowfall averages 108 inches, and spring bursts with blossoms.

The Flagstaff area got its start in 1876 with a pioneer legacy that centered on ranching, lumber mills, and the railroad. Many of the buildings in Flagstaff's historic downtown area date to the early 1900s and are used today as stores, galleries, hotels, and restaurants. Flagstaff is located near the center of northern Arizona, about 150 miles north of Phoenix, AZ, and 80 miles south of the Grand Canyon. The City is surrounded by coniferous forests, which allow for an array of outdoor sports, camping, hiking, and backpacking opportunities. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff.

Flagstaff is a governmental, educational, cultural, and commercial center. NAU, the largest employer in the city, has a major economic impact annually. The campus is used year-round, and Olympic athletes choose NAU and Flagstaff as a training site because of the climate, altitude, and world-class facilities. The altitude also makes it a mecca for celestial observations. Last but certainly not least, it is home to more than 70,000 people who prioritize family, community, work, and play to balance their daily lives. You will find Downtown Flagstaff to be one of the best downtown scenes in Arizona. It's big enough to offer a variation in vibe, food, drinks, and setting, but small enough that visitors, locals, and college students intermingle at nearly all times of the day. From coffee shops and music venues to the locally sourced food offered by many restaurants, you will find that Flagstaff and its residents are progressive, intentional, and compassionate.

Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Northern Arizona University in this search. For fullest consideration, candidate materials should be received by **March 22, 2024.**

Application materials should be submitted using WittKieffer's **candidate portal**.

Nominations and inquiries can be directed to:

Jessica Herrington, Julia Bradley, and Cathryn Davis at
NAUDeanCEIAS@WittKieffer.com

Northern Arizona University does not discriminate in access to programs and activities or employment on the basis of sex, race, age, color, national origin, religion, sexual orientation, gender identity, disability, or protected veteran status.

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