



Vice President for Research

Flagstaff, Arizona

THE SEARCH

Northern Arizona University, a Public High Research Activity institution, seeks an innovative and experienced leader to serve as its new Vice President for Research. NAU is nationally recognized for its research programs; in the Chronicle of Higher Education (Jan 12, 2007), NAU was ranked 17th in the nation for Small Research Universities. Every year, individual programs rank in the top 50 of all research institutions nationwide. Contributing to this ranking are 25 centers and institutes, funded primarily with competitively awarded sponsored projects. Interdisciplinary and interdepartmental collaborations represent a recurrent theme. The University serves more than 20,000 students in Flagstaff and across the state of Arizona. With over \$53 million in sponsored research in 2006, the University has experienced significant expansion in research over the past decade and is positioning itself for further growth. The Vice President for Research will spearhead the development of a research agenda that will guide the University to a new level of success and prominence among the nation's research universities.

Leading a vibrant research enterprise with a long tradition of interdisciplinary initiatives, the Vice President for Research reports to the President and serves as a member of the President's Cabinet. As the chief research officer for the University, s/he will work with the President, Provost and Faculty to develop and support the strategic positioning of all research programs, centers and institutes, as well as to build partnerships with numerous internal and external constituencies to advance the University's research mission and goals. S/he will be expected to define and communicate the University's research vision, programs, achievements, and aspirations to internal constituencies and external audiences at the local, regional and national levels.

This is a unique and exciting opportunity for a seasoned research professional with a proven record of excellence in providing strategic and operational leadership to a significant research enterprise. The successful candidate must be skilled in managing complex programs and will possess a sound knowledge of competitive grant processes, procedures and regulations. An excellent communicator, s/he will demonstrate a commitment to disciplinary and interdisciplinary research, as well as the sensitivity to understand, appreciate, and encourage varied work within and across disciplines. S/he must possess an earned doctoral degree from an

accredited institution and a distinguished record of scholarship and externally funded research that would support the rank of tenured professor.

Isaacson Miller, a national executive search firm specializing in leadership searches for mission-driven organizations, has been engaged to assist with the search. Please direct nominations, inquiries and application materials in confidence to the search firm as indicated at the end of this document.

UNIVERSITY HISTORY, SETTING AND MISSION

Founded in 1899 as the Northern Arizona Normal School, Northern Arizona University opened its doors with just 23 students, one professor, and two copies of Webster's International Dictionary bound in sheepskin. From these modest beginnings the institution enjoyed moderate but steady growth until World War II, when a sharp decline at the onset of the war was followed by a period of rapid expansion once the troops returned home. In 1966, the Arizona Board of Regents, impressed with the array of quality academic programs and rapidly growing number of students, recommended that Arizona State College (as it was then known) become Northern Arizona University.

One of three public universities in the state, Northern Arizona University is a Comprehensive Public High Research Activity institution serving a multicultural student body with the support of 2,200 full-time employees and a total budget of \$350 million for 2006-07. Approximately two-thirds of NAU's students attend the historic Mountain Campus in Flagstaff; others are either served at one of the 37 university centers around the state or are enrolled in electronically delivered programs. Nearly 40% of NAU undergraduate students are first generation college students, and 86% are Arizona residents.

Empowered by the Arizona Board of Regents to provide educational opportunities statewide, Northern Arizona University today serves more than 20,000 students in Flagstaff and across the state of Arizona. Recognized nationally for scientific and educational prominence, NAU has begun to reach into the international community, establishing partnerships with colleges and universities around the world. Under the leadership of its fifteenth president, John D. Haeger, NAU is positioning itself to meet the challenges of a global society while serving the needs of its students and the state of Arizona.

NAU's historic Mountain Campus is located on 738 acres in Flagstaff, a friendly city with a population of about 57,000, nestled at the base of the majestic San Francisco Peaks. Located about 140 miles north of Phoenix at the intersection of Interstate 17 and Interstate 40, Flagstaff is surrounded by the natural beauty and cultural riches of the Colorado Plateau. With its elevation of 7,000 feet and four-season climate, Flagstaff is ideal for year-round outdoor activities. Nearby attractions include the Grand Canyon, Lowell Observatory, Oak Creek Canyon, Sedona, Monument Valley, Sunset Crater, Meteor Crater, and Arizona Snowbowl.

The learning environment at NAU is unmatched for natural beauty and for student-centered programs and services. The University promotes individual development through small classes, close interaction with faculty, and sophisticated learning technologies more commonly found at

the nation's leading private institutions. Excellent grants, scholarships, and mentoring programs, as well as jobs and internships, allow undergraduates to participate in all stages of research, including designing and implementing their own projects.

NAU undergraduates choose from over 90 degree programs. Although a major emphasis is on undergraduate education, the University boasts 6,000 graduate students of which 600 are non-degree seeking, 3,900 are in the College of Education, and offers 47 master's degrees, eight doctoral degrees, and one professional doctoral program. As a Public High Research Activity (Carnegie Basic Classification) institution, graduate education and research are vital components of NAU's mission, which is to:

Provide an outstanding undergraduate residential education strengthened by important research, graduate and professional programs and a responsive distance learning network delivering programs throughout Arizona.

Under President Haeger, the University has undergone significant academic restructuring, consolidating the number of colleges from ten to six: Engineering & Natural Sciences; Arts and Letters; Consortium of Professional Schools (Nursing, Health Professions, Hotel & Restaurant Management, and Forestry); Business Administration; Education; and, Social and Behavioral Sciences. NAU's research centers and institutes were then assigned to the colleges that most closely reflect their missions. This alignment of centers and institutes further integrated teaching and research to the benefit of undergraduate and graduate students. Brief descriptions of the University's centers and institutes can be found in an appendix to this document.

The University has also undertaken numerous new capital improvement projects in recent years, including new student housing facilities, School of Communications and College of Business buildings, and a remodeled Engineering Building. A new 80,000 square foot science laboratory facility scheduled to open in January 2007 will house a mix of undergraduate teaching labs and faculty research facilities, physically demonstrating the University's commitment to the integration of teaching and research.

Recent campus construction also reflects NAU's commitment to creating a culture of sustainability. Both the Engineering Building and the College of Business Administration incorporate innovative design elements for reducing water and energy use, as well as increased use of recycled materials. Both of these structures seek to achieve silver certification or higher in Leadership in Energy and Environmental Design (LEED) from the United States Green Building Council (USGBC). A new Applied Research and Development building, scheduled to open in the Spring of 2007, has brought campus sustainability to a new level. Projected to use less than 50% of the energy consumed by a traditional office complex, the building is planned to achieve platinum level LEED certification, the highest level of achievement awarded by the USGBC.

THE RESEARCH ENTERPRISE AT NAU

Although primarily an undergraduate teaching institution, research and scholarly activity are fundamental to NAU's mission and strategic goals. Basic and applied research, and technology transfer and outreach, enable the University to carry out its mission of creating and disseminating

knowledge – including knowledge aimed at solving societal problems. It is through the research enterprise, broadly defined, that the University is able to make good on commitments to areas such as outreach and service to K-12 education in Arizona, services to tribal governments and Native Americans more generally, and partnerships with Colorado Plateau communities and agencies.

Research and scholarly activities at NAU encompass an impressive array of projects over an incredibly diverse range of topics. In fiscal year 2006, NAU's research activities spanned over 50 departments and research centers. Researchers at NAU submit approximately 650 grants annually. NAU is one of the fastest growing research universities in the United States. Total awards (research, public service, and instruction) in all categories in Fiscal Year 2006 totaled \$53.2 million, up from \$29 million in 2000. In addition, the rate of proposals successfully funded has increased from 66% in 2004 to 74% in 2006.

Of the \$53.2 million received by the University in 2006, nearly \$17 million was awarded to the College of Engineering and Natural Sciences. The College of Education was the second highest recipient with \$9.9 million, and the College of Social and Behavioral Sciences was the third highest, receiving \$6.9 million. By type of sponsored activity, 31% of total awards were granted for "research" activities, defined as projects whose purpose is to increase knowledge and understanding of the subject studied; "Public Service," or projects established primarily to provide non-instructional services beneficial to individuals and groups external to the University, accounted for 36% of awards; and, an additional 26% of awards were granted for "instruction" or activities that are part of the instructional program.

Of the 2006 awards, approximately 47% were from the federal government, and 44% were from state and local government. The University received funding from 31 different federal sponsors during FY06. The National Science Foundation was the largest federal sponsor, providing \$8.56 million or over 30% of the total federal funding. Other major sponsors included the Department of Education (23.9%), Environmental Protection Agency (7.9%), Department of Agriculture (6.8%), and Department of Health and Human Services (12.0%). NAU's indirect cost recovery rate for federally funded research projects has averaged approximately 48%. However, because state funded and educational outreach projects receive little or no ICR, the University average for 2006 was 7.5%. A recent move to a Modified Total Indirect rate should increase overall recovery.

The total for state and local awards includes monies awarded through the Technology Research Initiative Fund (TRIF), a state-funded program designed to develop new and existing programs that will prepare students to contribute in high technology industries located in Arizona. TRIF funds have been awarded to NAU since the 2001-02 academic year. The TRIF program, overseen by the Arizona Board of Regents, provides funds for five program initiatives at NAU: Growing Biosciences Initiatives (GBI); Environmental Research and Development for the New Economy (ERDENE); E-learning; Workforce Access; and University Initiatives. In FY06, TRIF funding for NAU was set at approximately \$11.8 million.

The University's research efforts are supplemented by several competitive grant programs to support the scholarly and creative activities of NAU faculty and students. The programs offered

consist of the Intramural Grant Program (IGP), the Hooper Undergraduate Research Award Program (HURA), the Student Travel Grant Program, the Ottens' Student Research Awards Program and the Achievement Rewards for College Scientists (ARCS) Program.

- *Intramural Grant Program:* The IGP seeks to support the research, creative endeavors, and other scholarly activities of NAU faculty, particularly those that originate from a faculty member's own professional goals and scholarly interests. During FY06, 22 awards were made to faculty representing four colleges and 13 departments. The average award was \$6,000 and the total amount awarded was \$187,300.
- *Hooper Undergraduate Research Program:* Since 1997, HURA has offered support to full-time undergraduate students for research, scholarly or creative projects undertaken in partnership with a faculty member. The program provides students with a stipend as well as funds for research supplies and travel to present the results of their research at national conferences. During FY06, HURA made 33 awards to students representing five colleges and 11 departments. The average individual award was \$2,370 and the total amount awarded was \$90,170.
- *Student Travel Grant Program:* The Student Travel Grant Program provides support for students (graduate and undergraduate) who are presenting their research at a conference or engaging in some other scholarly activity. Individual grants typically range between \$100 and \$300. During FY06, 157 awards were made to students representing six colleges and 25 departments.
- *Ottens' Student Research Awards Program:* The Ottens' Student Research Awards Program facilitates collaborative research opportunities for Native American undergraduate students to work closely with NAU faculty in research areas that lead to or support health-related professions. The 12- to 18-month awards provide employment for full-time students and are awarded on an annual basis. During FY06, the program made seven awards to students representing three departments within the College of Engineering and Natural Sciences.
- *Achievement Rewards for College Scientists Program:* The Phoenix chapter of ARCS provides support to science-oriented graduate students at NAU. Each ARCS scholar receives \$6,000 per year for any purpose supporting his or her research efforts. During FY06, five students from the Biological Sciences Department and one student from the Geology Department received ARCS funding.

Northern Arizona University prides itself on offering several programs which support and encourage research among minority students. Since 1998, the National Institutes of Health have funded the Minority Student Development Programs at NAU, which aim to increase the academic performance, retention, and graduation rates of under-represented minorities who are interested in careers in the biomedical sciences. Similarly, the National Institutes of Health Minority Access to Research Careers Program has funded the Undergraduate Student Training in Academic Research (U*STAR) Program since 2002. Through faculty-mentored research, this program seeks to increase the pool of talented undergraduates who are well-prepared

academically, have research experience and competence, and are motivated to apply to graduate programs leading to the MD or PhD in biomedical sciences.

In addition to sponsored research activities, NAU has many long-standing partnerships which offer myriad opportunities for undergraduate, graduate, and faculty research. Collaborative programs with nationally and internationally renowned agencies and institutions such as NASA, Sandia National Labs, Jet Propulsion Lab, National Renewable Energy Lab, and The Nature Conservancy offer abundant opportunities for internships, research projects, and jobs. Native American anthropology students have unique opportunities for hands-on field and laboratory experience, mentoring, and part-time jobs through a partnership with the Navajo Nation Archaeology Division.

Undergraduate students also benefit from NAU's many internship programs, which present students with the opportunity to participate in full-scale research projects across campus and beyond. Programs include the NASA Space Grant Undergraduate Research Internships and the National Science Foundation Research Experiences for Undergraduates, as well as internships with the Center for Environmental Sciences and Education, the College of Engineering and Natural Sciences, and the Navajo Nation Archeology Department. An Internship Co-op Council serves as a central resource for students, with goals of increasing awareness of internship opportunities, serving as a professional development venue, and providing a central location for information sharing.

Northern Arizona University is proud to host over 20 centers and institutes on its Mountain Campus. Although generally referred to as "research centers," these entities have widely varied missions that may focus on research, teaching, service, or any combination of the three. The interdisciplinary nature of many of these centers and institutes is a key strength, reflecting a long tradition of collaboration among NAU faculty across disciplines. Although a recent academic organizational restructuring placed each of these centers and institutes under one of the University's six colleges, they retain their interdisciplinary identities and continue their vital cross-college activities.

NAU's pre-award and non-financial post-award research endeavors are supported by the Office of Grant and Contract Services (OGCS), which facilitates sponsored projects and other programs between the University community and external sponsors. OGCS is responsible for assisting principal investigators in identifying and responding to funding opportunities; reviewing and assuring compliance with sponsor and university requirements (including fiscal and non-fiscal compliance); submitting applications and proposals on behalf of the University; supporting large interdisciplinary, multidisciplinary and/or multi-institutional collaborations; interpreting the regulations of state and federal agencies and private sponsors; and, clarifying University policies and procedures for faculty and sponsors. OGCS is also responsible for accepting awards and has the responsibility to negotiate awards that protect the rights of faculty, staff, and students to use, publish and otherwise disseminate the results of their creative activities, and that comply with university and sponsor laws, regulations, and policies, including those of the state and federal government. Post-award financial accounting services are provided by Sponsored Projects Services, located in Administration and Finance unit.

The basic organizational structure of Research and Graduate Studies at NAU has been in place since the early 1980s, when graduate enrollment was much lower and sponsored activity was significantly less than it is today. At that time it was expedient to combine research and graduate studies into a single office. However, after careful self-study and comparison to peer institutions, a “Research and Graduate Education Task Force” assembled in 2004 concluded that an additional administrator would be required. This would allow the dual role to be separated, ensuring adequate oversight of both the research and graduate education enterprises.

In recognition of the tremendous advances made by the research enterprise in recent years and of the significant increases in funding awarded to NAU researchers, the new position of Vice President for Research has been created. With new research facilities nearing completion, a strong cadre of senior researchers in place, and a faculty eager to increase research efforts across the University, this is a moment of great promise and opportunity for Northern Arizona University, one which calls for a visionary and seasoned administrator to chart the course which will carry the NAU research enterprise to a new level of success and prominence.

VICE PRESIDENT FOR RESEARCH

The new Vice President for Research will work with the President and Provost to develop and execute strategic positioning of all research programs, centers, and institutes as well as to build partnerships with numerous internal and external constituencies to advance the University’s research mission and goals. This position calls for an innovative and experienced leader with a proven track record as a collaborative team leader and a demonstrated understanding of the mission and goals of a public university.

The Vice President reports directly to the President and is a member of the President’s Executive Team and Cabinet. Direct reports to the Vice President for Research will include the Office of Grants and Contracts, the Intramural Grants Program, external research funding, the student research award program, technology transfer, and intellectual property. The Vice President for Research also oversees human subject and animal protection, as well as central support services including the greenhouse, research instrumentation construction, the animal care facility, and the lab support services contained within the Bilby Research Center. The Vice President for Research will have a primary working relationship with the Provost as well as the Dean of the Graduate School and Vice Provost for Undergraduate Studies to ensure research opportunities at all levels and within a variety of disciplines.

Specific challenges and opportunities for the new Vice President for Research include:

Develop and articulate a research strategy for Northern Arizona University

The Vice President for Research will assume a leadership role in shaping the University’s research agenda and will be expected to articulate a framework that describes the University’s research vision, initiatives, and aspirations. S/he will identify and encourage opportunities to broaden participation by faculty across all disciplines in the University, as well as developing ways to expand the involvement of undergraduate and graduate students in research. Working

with faculty, students and administrators s/he will define and implement a compelling vision of continuing and expanding disciplinary and interdisciplinary research at NAU.

Develop an economic model for research at NAU

In order to provide a basis for understanding and discussion of research efforts across the University, the new Vice President for Research must conduct a thorough self-study of current funding and indirect cost recovery models, campus research facilities, and institutional goals in order to articulate a viable financial model for research at NAU. S/he must set clear goals for funding and indirect cost recovery levels that will allow the University to achieve its ambitious plans.

Develop new systems, policies, and processes to support increased research activity

Work with faculty to increase or strengthen existing connections to funding agencies, and ensure that present and future agreements maximize benefit to both the University and the researcher or research team. Assist faculty in proactively identifying new potential funding sources, and ensure that an adequate infrastructure is in place to support faculty grant-writing efforts, including training in the research and preparation of grant proposals.

Strengthen administrative support for the research enterprise

Strengthen the Office of Grants and Contracts to ensure that sufficient staffing levels are achieved to support an ever-increasing number of faculty proposals and awards. Ensure that both pre- and post- award services are efficient and easily accessible.

Represent the Northern Arizona University research enterprise at the local, state, regional, and national levels

The Vice President for Research will serve as the principal point of contact for the University in all institutional research-related matters. Building on existing strengths s/he will promote competitiveness at state and national levels (e.g., NSF, USDA, DOI, DOE, NIH, NEH, NEA and Science Foundation Arizona) and will represent the regional, national and international research interests of the University to major research funding agencies and foundations, to regional and national consortia, to national laboratories, to federal and state agencies, and to the private sector.

Support the hiring of quality faculty researchers

In concert with the Provost, Department Chairs, Deans and Center Directors, support the hiring of faculty with significant research credentials and the potential to bring increased prominence to NAU programs. In doing so, the Vice President for Research will help to add to the ranks faculty mentors for undergraduate and graduate students, as well as junior faculty.

Ensure effective management of issues of intellectual property and technology transfer

The Vice President for Research will ensure that the University has the appropriate policies, safeguards, and administrative and governance structures in place to attend effectively to issues of intellectual property and technology transfer. S/he will lead in the development of adequate resources and staffing to support the University's interests in the areas of intellectual property and technology transfer.

The Ideal Candidate

The new Vice President for Research at Northern Arizona University will be an experienced executive and research professional who can provide strategic and operational leadership to the University's research enterprise. The successful candidate must be skilled in managing complex programs and will possess a sound knowledge of competitive grant processes, procedures and regulations. S/he must possess an earned doctoral degree from an accredited institution and a distinguished record of scholarship and externally funded research that would support the rank of tenured professor.

While no individual will embody all of them, the ideal candidate will bring many of the following professional assets and personal qualities:

- Demonstrated experience building coalitions to develop and implement a vision that will increase the productivity of research, specifically involving local, regional, and national partners;
- Strong administrative and management skills, with an ability to plan and implement strategic initiatives and to inspire, motivate, develop and mentor staff;
- A personal record of sponsored research; familiarity with the internal and external mechanisms required to build and sustain a top-tier research program;
- A strong advocate who can make persuasive arguments for the needs of the research enterprise and the infrastructure which supports it;
- A collegial and collaborative leader who possesses the ability to connect with all members and constituency groups within the University and to work effectively across the campus, the state, and the nation;
- Demonstrated understanding of the role of research in accomplishing the mission of the University;
- Experience with Intellectual Property issues;
- Sensitivity to the needs of faculty from a range of disciplines and a demonstrated ability to advocate for interdisciplinary and cross-disciplinary initiatives across the University;

- Experience working with organizations with complex budgets; knowledge and experience with government and private funding sources;
- Outstanding communication skills to inspire the full range of University constituencies and external audiences;
- An energetic and entrepreneurial spirit to stimulate growth; the ability to identify and pursue a path to success;
- Knowledge of current issues in higher education;
- Experience in a public research university environment;
- A demonstrable commitment to promoting and enhancing diversity at all levels within the University;
- Impeccable integrity and the highest standards of moral behavior;
- A healthy sense of humor.

TO APPLY

Please direct nominations, inquiries, and application materials, including a cover letter, curriculum vitae, and reference list, to:

Maggie Gilmore, Associate
Isaacson, Miller
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Suite 500
Boston, MA 02116

3344@imsearch.com

Electronic submission is strongly preferred.

Northern Arizona University is a committed EEO/AA institution. Minorities, women, persons with disabilities and veterans are encouraged to apply.