



### **Opportunity and Challenge Profile**

Search for the Chancellor  
University of New Mexico – Valencia  
Tomé, New Mexico

The University of New Mexico (UNM), the state’s flagship institution, seeks a strategic and innovative leader to serve as the Chancellor of the University of New Mexico-Valencia (UNM-Valencia). One of the four branch campuses of UNM, UNM-Valencia is a fully accredited community college and a Hispanic Serving Institution (HSI). UNM-Valencia is located in Tomé, New Mexico – halfway between Belen and Los Lunas, the two main population centers of Valencia County, and roughly 25 miles south of Albuquerque. The campus occupies 150 acres of rural land overlooking the Rio Grande Valley to the West, the Manzano Mountains to the East, and historic Tomé Hill to the North. UNM-Valencia offers many benefits including small class sizes enabling close collaboration between students and professors, comparatively low tuition, and seamless transfer opportunities to UNM’s main campus in Albuquerque. The Chancellor is responsible for all aspects of the campus operations, academic, financial, facilities, and community relations.

UNM-Valencia serves over 1,700 students who are representative of the Valencia County community. Over 60% of students identify as Hispanic/Latino, and 6% identify as American Indian/Alaska Native. In recent years, UNM-Valencia has made significant gains in improving and expanding educational opportunities to its students and the Valencia community at-large. In 2016, UNM-Valencia was awarded a nearly \$5 million HSI: Science, Technology, Engineering or Mathematics and Articulation Programs (HSI-STEM) grant to better support Hispanic students in STEM. Additionally, with a planned opening in 2022, the Workforce Training Center (WTC) represents a \$7.5 million investment that will boast brand new vocational and computer labs, indoor/outdoor common areas, a learning center, as well as the Small Business Development Center. The WTC will effectively train the local workforce to meet the evolving demands of economic development in Valencia County.

The next Chancellor of UNM-Valencia will be able to make a significant impact as a community leader by expanding opportunities and access to education and raising the visibility of the campus as resource and economic engine for the Valencia community. The Chancellor will join UNM at a pivotal time as the university embarks on [UNM 2040](#), an ambitious and aspirational vision that will define the long- and short-term objectives for the university. The next Chancellor should be a forward-looking and collaborative leader, as well as a visible and vocal advocate who will ensure UNM-Valencia continues to provide high-quality learning opportunities that transform the lives of its students. Reporting to the UNM Provost and Executive Vice President for Academic Affairs, James Holloway, the Chancellor will serve as both the executive of UNM-Valencia and as an instrumental partner in navigating the UNM’s strategic direction.

Working closely with the leadership teams at the university and the campus, the UNM-Valencia Campus Advisory Board, the Strategic Plan Committee, other UNM campus Chancellors, and the larger Valencia community, the Chancellor is expected to address the following opportunities and challenges:

- Advance an inspiring vision and create a strategic plan for UNM-Valencia as a local and statewide leader among institutions for higher learning;

- Persuasively advocate for continued support, resources, and grantmaking on behalf of UNM-Valencia's diverse student body and the surrounding community;
- Develop and grow academic programs aligning with community needs and industry demands;
- Strengthen relationships with area high schools to optimize UNM-Valencia's Dual Credit Program;
- Nurture an accessible and supportive environment that centers student success.

A list of the minimum and desired qualifications and characteristics of the Chancellor can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About UNM-Valencia**

Since 2012, UNM-Valencia has been guided by strategic plans developed by a Strategic Plan Committee. These have emphasized student success, access, academic quality, campus renewal and sustainability, and accountability.

In 2015, UNM-Valencia was awarded a Title V HSI grant from the U.S. Department of Education which allowed the campus to accelerate its efforts on student success by improving time to completion, persistence, and graduation rates for Hispanic and low-income students; expanding quality distance educational programs for students in the rural UNM-Valencia service area; and creating a self-sustaining Integrated Information Technology (IIT) program based on industry demands.

Today, UNM-Valencia offers classes and degrees that easily transfer within UNM and to other four-year university programs. The College also offers degrees and certificates that meet the immediate needs of an ever-changing job market. Whether the goal is an advanced degree or training for a career, UNM-Valencia offers excellent and affordable preparation for the futures of the more than 1,700 students it serves. The campus has 35 full-time faculty, 60 adjunct faculty, and 88 full-time staff. With an average class size of 18 students, the institution offers collaborative and personalized interactions to enrich the learning experience.

As a branch campus of the University of New Mexico, UNM-Valencia is fully accredited by the Higher Learning Commission of the North Central Association of Colleges and Secondary Schools.

### **Academics**

UNM-Valencia subscribes to the concept of comprehensive community education. It is the goal of the College to provide programs and services of outstanding quality to meet the educational needs of all students on campus. To meet this goal, UNM-Valencia offers four types of educational programs:

1. Career technical education programs, including 3D printing, automotive technology, computational mathematics, computer-aided drafting, film and digital arts, emergency medical services, film technology, game design and simulation, health information technology, information technology, networking and Linux, manufacturing, medical assistant, nursing assistant, personal care attendant, PC operating systems, phlebotomy, VMware, and welding. Certificates and/or two-year associate of applied science degrees are available in each of these career-based fields.

2. Certificates and/or Associate of Arts or Associate of Science degrees are offered in the fields of art studio, business administration, criminology, criminal justice, early childhood education, education, general science, health education, integrative studies, liberal arts, mathematics, nursing, and pre-engineering. Credits in the general science program can be applied to bachelor's degree programs in nursing, dental hygiene, radiography, nuclear medicine imaging, physical therapy, and physician's assistant at UNM-Main. Most of the credits earned for these degrees can be transferred to UNM-Main or to most other four-year colleges and universities.
3. Basic skills assistance is offered so students who are not adequately prepared for admission for college level study can work to improve their skills and meet their educational goals. Developmental skills courses are offered in English, math, and study skills. Services for free basic skills instruction are provided by the Next Steps: Adult Education Program that houses a complete learning center. Tutorial services are available to all students on campus as well as services for students with special needs through the Learning Commons.
4. The Small Business Development Center Program, established as a service to the county's small businesses, provides individual counseling, training workshops, seminars, a resource center with books and computer databases, and a referral service for professional support. This program also offers certification to businesses and individuals upon completion of entrepreneurship courses.

In early 2022, UNM-Valencia plans to open its Workforce Training Center (WTC), a \$7.6 million dollar project that will effectively train the local workforce to meet the demands of economic development in Valencia County. The staff and faculty at the WTC will prepare county residents with the professional and technical skills to meet employers' needs today and into the future. Non-degree programs and credential-focused offerings will center on building soft skills and enhancing work readiness.

With brand new facilities including vocational labs, computer labs, indoor/outdoor common areas, learning centers, and the Small Business Development Center, the WTC will make local, community-specific training available to the diverse economy of Valencia County. This includes rural opportunities, small businesses, as well as large industry including Facebook's expanding Los Lunas data center.

### **Governance, Operating Agreement, and Funding**

UNM-Valencia was established under the provisions of the Branch Community College Act, New Mexico Statutes 1978. The laws of New Mexico provide for a [Board of Regents](#) which is responsible for the governance of UNM, including all campuses. The Board is comprised of seven members who are appointed by the Governor of New Mexico, with the consent of the Senate, for staggered terms of six years, except for the student regent who is appointed for a two-year term.

Each UNM branch campus also has an elected Advisory Board from their community and the UNM-Valencia Advisory Board consists of 5 elected members. This creates a partnership between the campus and the community and provides a forum for the community to raise local issues and concerns. The relationship between the UNM Board of Regents and the UNM-Valencia Advisory Board is governed by the Operating Agreement, which is the same for all UNM branch campuses. According to this Operating Agreement, UNM provides administrative support (including Banner, accreditation, legal counsel, other services) to the Valencia campus in exchange for an administrative fee.

Although the Advisory Board gives preliminary approval to the budget and can call for elections, policies, and procedures regarding the administration, educational programs and services at UNM-Valencia, these are ultimately set by UNM. The [Valencia Advisory Board](#) serves as an advisory body to UNM-Valencia and does not have a supervisory relationship with the UNM-Valencia Chancellor. UNM-Valencia and the Advisory Board conduct quarterly joint sessions to hear an executive summary from the Chancellor along with department reports from the Operations Department, Business Office, Facilities Management, Development Office, the Office of Student Affairs, Department of Student Support Services, and the Office of Academic Affairs.

### **Role of the Chancellor**

Reporting to UNM's Provost and Executive Vice President for Academic Affairs, the Chancellor of UNM-Valencia provides academic and administrative leadership for the campus and has responsibility for all aspects of the campus operations, including academics, financials, facilities, and community relations. The Chancellor serves as a liaison with outside agencies, community organizations, governments, the Valencia Campus Advisory Board, the New Mexico Higher Education Department, New Mexico Public Education Department, leaders of UNM's other campuses, the UNM foundation, tribal entities, local schools, and UNM Extended University.

The Chancellor oversees an operating budget of \$15.7 million, and a team of 8 directors. The Chancellor's leadership team includes the Dean of Instruction, Director of Business Operations, Director of Student Affairs, Small Business Development Center Manager, Senior Public Relations Specialist, an Institutional Researcher, and two Senior Program Managers.

### **Key Opportunities and Challenges for the Chancellor**

***Advance an inspiring vision and create a strategic plan that positions UNM-Valencia as a local and statewide leader among institutions for higher learning***

The incoming Chancellor has a tremendous opportunity to build on UNM-Valencia's strong academic foundation in providing quality education to the students it serves. The Chancellor will work alongside UNM-Valencia faculty, staff, and students, as well as community members, to develop a vision for the future of the campus. The vision should be a clear, compelling framework aligning with the [UNM 2040 university planning process](#) to continue UNM-Valencia's strong upward trajectory. With an eye toward enhancing student success and meeting the learning needs of a remarkably diverse community, the new Chancellor will also work closely with the Strategic Plan Committee to reaffirm and further develop the mission, vision, core values and strategic areas of UNM-Valencia and update UNM-Valencia's strategic plan.

***Persuasively advocate for continued support, resources, and grantmaking on behalf of UNM-Valencia's diverse student body and the surrounding community***

UNM-Valencia takes pride in its diverse student body. As a Hispanic-Serving Institution (HSI) in a rural community, UNM-Valencia understands and values the academic and cultural wealth its students bring to campus and how its graduates go on to be leaders in the community. The incoming Chancellor must have a firm understanding of the unique needs of its student body to advocate and support them on their educational journeys.

By developing and maintaining positive relationships with community partners, leadership across the UNM campuses, the New Mexico Legislature, and other local and statewide key stakeholders, the incoming Chancellor will be the external face and primary advocate for UNM-Valencia. Through strategic grantmaking and other revenue generation activities, the Chancellor will increase student success across campus, improve the quality of life for the Valencia community, and ensure fiscal sustainability for the campus.

***Develop and grow academic programs aligning with community needs and industry demands***

Valencia County's economy has evolved significantly in recent years. The expansion of the Facebook data center during the COVID-19 pandemic has required a reassessment of which UNM-Valencia programs must grow to align with the needs of the community and its industry's demands. State projections illustrate a necessity for an increase in education, nursing, and STEM students at UNM-Valencia. The College has been working to address the needs of its community through the development of the Workforce Training Center -- it will be the responsibility of the incoming Chancellor to continue the development and growth of academic programs and enrollment aligning with the needs of the local and regional community.

***Strengthen relationships with area high schools to optimize UNM-Valencia's Dual Credit Program***

Through the Dual Credit Program, UNM-Valencia welcomes students from area high schools to take UNM-Valencia courses, allowing them to receive both high school and college credit simultaneously. Tuition for this program is paid for by the State. The incoming Chancellor will continue to strengthen working relationships with area high school leaders to ensure the Dual Credit Program remains an accessible and optimal resource ensuring student success during and after high school. Working with UNM-Valencia leadership, the Chancellor will assist in the identification and further development of dual credit courses and curriculum aligning with the needs of the community.

***Nurture an accessible and supportive environment that centers student success***

UNM-Valencia is focused on student success, which is evidenced by the resources it has put into its new facilities and robust student services. Students at the College have a variety of academic and professional goals, and Valencia's culture of access through small class sizes, low tuition, and seamless transfer to UNM-Main Campus make it an attractive institution for many within the community and across the state. The Chancellor will work to hire and retain a tight-knit team of talented professionals to support students along their academic journeys. The Chancellor should be regarded as a trusted and transparent leader who empowers the College's professional staff and faculty to maintain a culture of cohesion while ensuring student success.

**Qualifications and Characteristics**

While no one person will possess every quality in this list, the successful candidate will embody many of the following qualifications, characteristics, and attributes:

- An earned doctoral degree or equivalent terminal degree and demonstrated scholarly achievement to hold tenure as a member of the UNM-Valencia faculty.
- At least five years of senior-level administrative experience in higher education or a comparable setting.

- A history of building strong relationships across various stakeholder groups at a multitude of levels both on campus and off; an ability to develop relationships with community leaders and public officials.
- Demonstrated ability to serve as a strong advocate for UNM-Valencia at the system, county, and state level.
- Experience bringing campus constituencies to actionable consensus.
- Proven ability to energize and inspire students, faculty, staff, parents, alumni, and external stakeholders.
- Evidence of advocating for diversity, inclusion, and equity and an understanding of their importance to the mission and richness of UNM-Valencia and its continued success.
- Understanding of and commitment to the mission of a comprehensive community college and the delivery of academic, career and technical, transitional programs, and non-credit workforce training, as well as student support services.
- Experience working with rural student populations and a commitment to maintaining an accessible and welcoming environment for underserved, first-generation, and minority students, especially in a rural minority serving institution.
- Experience developing and implementing strategic plans and goals to ensure student and campus success, with an emphasis on evidence-based decision-making.
- Excellent written and oral communications skills, and ability to be an effective spokesperson for the campus with multiple audiences, including the campus faculty and staff, the community, Tribes, the state government, and the University leadership.
- Demonstrate an awareness of trends in higher education such as emerging distance education technologies, dual enrollment, and developmental education.
- Experience formulating and managing complex budgets at the institutional or campus level.
- Experience overseeing federal grants, including pre-and post-award compliance obligations.
- Commitment to equal opportunity and the recruitment and retention of a culturally diverse faculty and staff.
- Ability to promote collegiality, campus cohesiveness, and respect among all the college constituencies and a commitment to shared governance.
- Commitment to ethical principles that reflect the highest standards of personal integrity.

## Location

The University of New Mexico-Valencia Campus is located in Tomé, New Mexico, halfway between Belen and Los Lunas, the two main population centers of Valencia County. The campus occupies 150 acres of rural land overlooking the Rio Grande Valley to the West, the Manzano Mountains to the East, and historic Tomé Hill to the North.

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/search-detail/S8-292](http://www.imsearch.com/search-detail/S8-292). Electronic submission of materials is required.

Chancellor  
University of New Mexico – Valencia Campus

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