The University of New Mexico (UNM), the state’s flagship institution, seeks an inspirational, creative, and strategic leader to serve as the next Dean of the Anderson School of Management (Anderson). The Dean will be joining UNM at an exciting and pivotal time. President Garnett S. Stokes, Provost James Paul Holloway, and a team of new and established leaders are focused on a set of ambitious goals for UNM that sets it on a course for even greater achievement and impact. This Dean will work closely with these leaders and the Anderson community in catalyzing a vision, identity, and strategic plan for the School. Elements of desired emphasis in this vision-making process include honoring Anderson’s existing strengths, inspiring risk-taking and community building, and capitalizing on the benefits of a diverse student, faculty, and staff body within a culturally rich state.

UNM provides an education to nearly 30,000 students, more than 80 percent of whom are New Mexico residents. The institution plays a critical role in educating New Mexico’s residents and driving its economy. UNM’s impact is delivered through research excellence and education in a variety of disciplines, a vibrant health sciences enterprise, branch campuses in Gallup, Los Alamos, Taos, and Valencia, technology incubators, and multiple education centers throughout the state. UNM is a place where cutting-edge research and creative endeavors flourish. Its research generates new knowledge, injects millions of dollars into New Mexico’s economy, funds advances in healthcare, and provides students with intellectual challenges as well as valuable hands-on training in state-of-the-art laboratories, libraries, and studios. About 58% of UNM alumni remain in the state and provide valuable contributions to the State’s intellectual life, economy, cultural community, educational systems, healthcare industry and every aspect of life in New Mexico.

Anderson is a world-class business school with award winning faculty and programs, offering a wide array of degree programs for a diverse student population. After many years of interim leadership, Anderson is ready to welcome a Dean who will build on its many strengths, including its outstanding intellectual environment, highly diverse and talented student population, deep connections to New Mexico communities, and exceptional faculty and staff. The Dean will be expected to enhance academic excellence and student success, foster inclusion across UNM students, staff, faculty, and alumni, and grow and sustain new and innovative community partnerships. This is an opportunity to be entrepreneurial with programming, revenue generation, community engagement, and economic development and to lead this highly diverse community in addressing the pressing management needs of New Mexico. The following opportunities and challenges are especially critical:

- Bring the School together around a strategic vision while fostering inclusion, a sense of community, and excitement for the future
- Increase the visibility of Anderson and better position the School to partner with and support New Mexico’s businesses, government, and nonprofits
- Lead an ambitious fundraising effort
- Ensure students have the tools and experiences needed to graduate and obtain jobs
- Develop new programs and ensure existing programs support the Anderson strategic plan

Isaacson, Miller
Create a sustainable business model and supporting infrastructure

A list of the desired qualifications and characteristics of the Dean 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 the Anderson School of Management

Founded in 1893, the business department was originally integrated with the economics department in the College of Arts and Sciences. In 1947, the College of Business was organized as a separate unit; the economics department remained within the College of Arts and Sciences. Anderson is the only named School or College at UNM. Robert O. Anderson was one of the nation's foremost businessmen. His many contributions to the oil industry, to the economy of New Mexico, and to the responsible conduct of business have made him an enduring legend. He was the recipient of numerous honorary degrees and awards, recognizing his extensive interest in public and charitable affairs, and he was a member of the National Advisory Board for Anderson. The Robert O. Anderson School of Management was named as a tribute to him in 1974. Anderson was first accredited by the AACSB in 1975. The accounting program received separate accreditation in 1996. Anderson is AACSB International Accredited and had its last visit in 2015. The AACSB will visit the School again in 2020 or early 2021.

The School offers a Bachelors in Business Accounting (BBA), Masters in Business Administration (MBA), Executive MBA (EMBA), Masters of Science in Information Systems and Assurance (MS ISA), Masters of Accounting (MACCT), MBA in Educational Leadership (MBA ED), Three-Two MBA, Integrated BBA-Masters of Accounting, and a Post-Masters Certificate in Management.

The School includes the Center for Information Assurance Research and Education, Center for Support of Economic Development, and the Student Center for Public Trust. It also houses the UNM Small Business Institute, which provides consulting work for local start-ups, expanding businesses, nonprofit organizations, and family enterprises.

The Anderson Parker Center for Family Business (PCFB) is a not-for-profit organization created to provide a forum that addresses critical challenges unique to family businesses, providing tools to help them succeed now and for generations to come. They serve New Mexican families and their businesses through educational symposiums and interactive programs with professional advisors, business leaders and educators. The PCFB is just one of many examples of how UNM provides service to the communities of the state.

Anderson’s Executive & Professional Education Center (EPEC) houses two MBA programs, the Executive MBA and the MBA in Education Leadership (one of only three in the nation), non-credit professional development programs, and customized programming for businesses. The Center connects exceptional students, renowned faculty, accomplished alumni, prominent business partners, and dedicated staff to provide high-quality educational resources to New Mexico's business community.

The School currently has an enrollment of approximately 2100 undergraduate students and 530 graduate students. Enrollment has fluctuated in the School over the last few years, with undergraduate enrollment growing by 500 in 2017 but since declining by 300 students. Overall graduate enrollment has declined by about 100 students, following a boost of 80 students in 2016. The previous boost in enrollment occurred around the same time that more funds were allocated to the Schools and Colleges to support student success efforts. The School, along with the rest of the university, continues to have challenges in retaining
students, but Anderson has a robust internal infrastructure to support students, including an Advisement Center, Career Services, and a Student Learning Resource Center.

In 2017, Anderson established an educational pipeline designed to prepare Chinese students for graduate-level courses at UNM to obtain business degrees. The Chinese universities, which include the Beijing Institute of Technology in Zhuhai and The University of Technology in Dong Guan, signed agreements to create the pathway that enables senior-level graduate students to study at Anderson to complete their undergraduate degree, and then pursue Graduate MBA (GMBA) studies.

The School has a strategic plan that was created in 2015 and revised in December 2018. It is centered around a vision to be the destination for the region’s students, scholars and business leaders seeking to expand their horizons, and to be the key knowledge and educational resource provider to New Mexico’s for-profit businesses, non-profit organizations, tribal communities, and government entities. The tagline of “New Mexico business lives here” provides a quick summary of how the School would like to be perceived. The faculty and staff are excited for consistency in leadership that can help implement this plan more comprehensively and harness existing energy and talent more effectively to meet the needs of Anderson’s stakeholder groups.

Anderson is in a relatively unique position compared with many business or management schools as it has its own foundation which is a separately incorporated 501(c)3 organization, governed by the Anderson Foundation Board. Board members are leading members of the local community with an interest in and commitment to the School. The Foundation Board works closely with the UNM Foundation but has control over how the funds it controls are allocated to the Anderson School. Anderson is also supported by the Anderson Alumni Council (AAC), which advises the Anderson School of Management on alumni affairs, develops and strengthens connections within the alumni community, develops networking opportunities for alumni and current students, and helps prepare current students for their roles as alumni.

Anderson officially opened its state-of-the-art McKinnon Center for Management (MCM) in May 2018. The facility includes 63,445 square feet of new classrooms, a technology center, advanced IT services, a career planning and placement center, an advisement space, a behavioral research lab, and a marketing center. The MCM building was made possible by a $5 million lead gift by Ian and Sonnet McKinnon. The cost of the new building was $25.41 million, of which only three percent came from state funds. A portion of the private funds raised will be used for the Anderson School Capital Campaign earmarked for Phase II of the building project.

**The University of New Mexico**

Founded by an act of the New Mexico Territorial Legislature in 1889, the University of New Mexico opened its doors in June 1892, twenty years before its namesake would become a state. The University now offers over 215 degree and certificate programs, including approximately 94 baccalaureate, 71 masters and 37 doctoral degrees through the Anderson School of Management, College of Arts and Sciences, College of Education, College of Fine Arts, Graduate Studies, Honors College, College of Nursing, College of Pharmacy, College of Population Health, College of University Libraries and Learning Sciences, School of Architecture and Planning, School of Engineering, School of Law, School of Medicine, and University College.

UNM has one of the most diverse student bodies of any flagship university in the nation and is one of only a handful of Hispanic-Serving Institutions in the U.S. that has a Carnegie Classification of Highest Research Activity (“R1”). UNM enrolls nearly 30,000 students, with over 22,000 on the Albuquerque Campus and close to 7,000 at the branch campuses in Gallup, Los Alamos, Taos, and Valencia. All campuses reflect the ethnically diverse population of New Mexico. This includes historically
underrepresented groups, including a very diverse Hispanic student population of 44% on the Albuquerque campus. While many of UNM’s Hispanic students have deep roots in New Mexico going back many generations, others are more recent immigrants from a variety of nations in Latin America. Approximately 5% of UNM’s Albuquerque students (and nearly 70% of Gallup students) have Native American ancestry—including representation from groups across North America as well as from 24 tribes that have ancestral homeland ties to each of NM’s 19 Pueblos. Additionally, this campus includes students from the Navajo Nation, the Jicarilla Apache Nation, Mescalero Apache Tribe, and the Fort Still Apache Tribe. Approximately 4% of UNM’s Albuquerque students identify as Asian, 2% African American, 3% multi-racial, and 5% international. It is a point of pride that the University is composed of a complex intersection of cultures and backgrounds.

The University serves as one of the state’s largest employers and the largest producer of skilled labor, operating one of the state’s largest health care systems. In the fiscal year 2018, UNM attracted $300 million in contract and grant research funding. The 2020 edition of the U.S. News & World Report ranks UNM as 62nd in top performers on social mobility and 105th overall among public institutions in the nation.

Students on the Main Campus can participate in over 400 campus organizations that enhance the academic mission and provide opportunities for leadership, engagement, and development. The campus provides a culturally rich and rewarding atmosphere for students, staff, faculty and the general public, offering Broadway shows, dance companies, and other national acts at the renowned Popejoy Hall performing arts center, and museums and art shows that highlight New Mexico’s cultural diversity. UNM is also fortunate to have a wonderful collection of public art that provides a rich learning experience for the community and visitors to the campus. UNM athletics, home to the Lobos, is an attraction for students, alumni, and the broader community, drawing fans from all over the state. All teams compete at the NCAA Division I level in the Mountain West Conference and other conferences. In 2013, Dreamstyle Arena, aka “The Pit,” was ranked 4th by USA Today as one of the best arenas to watch college basketball.

To develop private financial support, the UNM Board of Regents established the UNM Foundation Inc. in 1979 as a nonprofit corporation. In 1989, the Board of Regents delegated the responsibility of overseeing University assets and investments to the UNM Foundation Investment Committee. These assets total over $450 million today. In 2008, at the request of the Regents, the Foundation transitioned to a standalone organization that receives all private gifts and has the responsibility of managing contributions to all University programs.

University Leadership

The University of New Mexico is governed by a Board of Regents composed of seven members 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. The Board’s power to govern UNM includes fiduciary responsibility for the assets and programs of the University, the establishment of guiding goals and policies and oversight of the functioning of the institution. The Board vests responsibility for the operation and management of the University in the President. Five new Board members were recently elected in March 2019, and all of the board members are strongly supportive of higher education and are expected to improve performance and accountability at UNM.

President Garnett S. Stokes was selected as the 23rd President of The University of New Mexico on November 2, 2017, and took office on March 1, 2018. A first-generation college graduate with a track record of higher education leadership, President Stokes previously served as Interim Chancellor, Provost and Executive Vice Chancellor for Academic Affairs at the University of Missouri (MU), as Provost and Executive Vice President for Academic Affairs and Interim President at Florida State University (FSU),
and as a faculty member, chair of the Department of Psychology, and Dean of the Franklin College of Arts and Sciences at the University of Georgia (UGA).

Dr. James Paul Holloway is Provost and Executive Vice President for Academic Affairs. Prior to his appointment on July 1, 2019, Provost Holloway was the Vice Provost for Global Engagement and Interdisciplinary Academic Affairs, Arthur F. Thurnau Professor, and Professor of Nuclear Engineering and Radiological Sciences at the University of Michigan.

UNM Current Context

The next Dean will join the University at a time of important new leadership transitions, greater support for higher education from the state legislature, and a renewed sense of energy and excitement for the future. In addition to President Garnett S. Stokes and Provost and Executive Vice President James Paul Holloway, UNM has welcomed new leaders in Finance and Administration, Equity and Inclusion, Enrollment Management, the UNM Foundation, Athletics and other areas. This infusion of new leadership to an already talented, motivated, and dedicated team creates an exciting dynamic and brings new insights to University efforts focused on diversity, equity, and inclusion; student success; academic excellence; financial health; and raising the visibility of the University. The University is well poised to gain significant traction on critical initiatives. In addition to this Dean, the University is also seeking Deans in several other key schools and colleges including Education, Fine Arts, and Architecture and Planning. These deans will further add to a leadership team that will help UNM realize its aspirations to be recognized as a model for research universities as the U.S. becomes a majority minority nation. UNM is positioned as a leader in a new world where all research universities will move towards increased diversity of student, faculty and staff bodies while fulfilling missions of research, discovery and creation, academic excellence, student success, access, and engaged service to their local and global communities.

UNM has a decades-long deep and abiding commitment to make education accessible and affordable for both the state’s urban and rural residents. The University maintains relatively low tuition and provides significant scholarship and financial aid to about 80% of undergraduate students, and 70% of graduate students, with 37.5% of students receiving Pell Grants in 2017-2018. Extending the reach of UNM across the state and ensuring access to education will continue to be priorities for the University. UNM has the opportunity to leverage its many assets, including the branch campuses and the Health Sciences Center, to respond to these great challenges by expanding its reach.

Not unlike other institutions, UNM has experienced declining enrollment numbers over the last few years. Enrollment was down 6.5 percent for the 2019 fall semester compared to the prior year, and the largest declines have been among new freshmen and transfer students from New Mexico high schools. UNM currently has a six-year graduation rate of 50%, a four-year graduation rate of 34.5% (up from 12% a decade ago), and a retention rate of 77% from freshman to sophomore year, so there is also more work to be done with retention and persistence. With the hiring of a new Vice President for Enrollment Management in September 2019 after a long period of interim leadership in enrollment, and with focused attention from the Provost Office, UNM is positioned to address these enrollment and retention challenges with support from the deans and the schools and colleges.

UNM has a strong tradition of faculty governance as set forth in the Faculty Constitution established in 1949. The University faculty has broad powers assigned to it by the Board of Regents and the Faculty Constitution. In October 2019, both full- and part-time faculty at UNM, not including those in the Health Sciences Center, voted to form a union affiliated with the American Federation of Teachers and the American Association of University Professors. Adjuncts and full-time faculty will have separate bargaining units, and the agreements will be negotiated over the coming months.
When President Stokes became President in March 2018, she was immediately confronted with both high expectations for change and significant challenges. She has embarked upon several exciting initiatives to help set a course for the future. Over the summer of 2018, she conducted a listening tour across the state so she could better understand the true promise of both the University and the state of New Mexico. Key themes that emerged from the listening tour include a need for UNM to expand the healthcare workforce, increase alumni engagement and pride, expand tribal engagement, enhance branch campus curricula, and create and support meaningful internship opportunities.

The development of UNM’s Research Strategic Plan, Research2020, in 2016-17 made it clear that UNM has a robust, high-quality research enterprise led by an outstanding faculty. However, it also became clear that an investment of new funds will be critical to maintaining UNM’s status as a first-class research university that can lead the nation in ensuring the success of an increasingly diverse student body while generating new knowledge and understanding to benefit all. So, in September 2018, President Stokes launched the UNM Grand Challenges Initiative. After an open competition for ideas and with an eye towards challenges that would bring scholars together across disciplinary boundaries, and would address critical issues for the state while simultaneously having national and global impact, UNM selected three areas of work for the Grand Challenge Initiative:

- Substance Use Disorders
- Successful Aging
- Sustainable Water Resources

An infusion of seed funds from the President, Provost, Vice President for Research, and most recently the Regents, has allowed Grand Challenge teams to launch their work. Several teams have already leveraged the effort to bring in multimillion-dollar external funding to further the effort.

The University’s current strategic plan, UNM 2020, sets out several bold objectives for the future, focusing on making UNM a destination university, advancing the health and welfare of the state of New Mexico, preparing students for successful lives, creating innovation and discovery, and ensuring the financial health of the University. The University has made great progress on these goals and continues to put emphasis on them. For more information, see https://strategy.unm.edu/index.html. In Fall 2019 the President and Provost began the process of developing a new Strategic Plan to look towards the future.

UNM has a long history of offering distance learning courses and programs affording many individuals the option to attend college. Currently, the University delivers bachelor’s and master’s degree programs via its Managed Online Programs (MOPs). MOPs are a unique alternative to the traditional classroom route, composed of a series of compressed yet comprehensive courses presented in a seven- or eight-week format and still reward a full degree. There are great opportunities and interests across all UNM schools and colleges to continue developing more online programs to increase access to students and also help diversify revenue streams.

The University has had great success in fundraising with an ongoing capital campaign. In 2006, the UNM Foundation launched Changing Worlds: The Campaign for UNM with an original goal of $675 million. It was so successful that the initiative was expanded to a $1 billion campaign for completion in 2020 – reached in early 2018 – to fulfill goals laid out in the UNM 2020 strategic plan. The Foundation reached 93 percent of the goal, with the endowment exceeding $450 million for the first time in history, raising more than $87.5 million for the 2017-2018 fiscal year. More information on the campaign can be found at https://www.unmfund.org/.

State appropriations and tuition revenues comprise the core of the academic and administrative budgets outside the health system. Historically, outside the health system and health science schools, the university has used an incremental base budget model. With a new Provost and new Senior Vice
President for Finance and Administration in place, UNM is beginning to deploy new incentive-based budget models. While they do not anticipate transitioning to a full RCM model, the Provost and SVP are moving towards providing schools and colleges with incentives for growth and innovation. With a new governor in place and an improved economy in the State of New Mexico, there is currently an enhanced focus on higher education investments, which will likely have very advantageous ripple effects on the University of New Mexico in the upcoming years. The state currently has about $1 billion in excess revenues from the oil and gas industry this fiscal year, and expects a similar windfall next year. This may assist in the short-term, although there are many competing calls for those funds.

Improving student success has been a major focus of the University in recent years, and it is now of even greater importance as the University adapts to a new form of accountability with a budget allocation model for higher education institutions in the state. The model has shifted from “inputs” to “outputs,” by transitioning from a focus on enrollment alone to consideration of the number and type of degrees awarded, workforce development measures, and mission differentiation among the many higher education institutions in the state. Therefore, UNM will need to evaluate admission procedures, the preparedness of students, and the support systems necessary to continue to increase these numbers in order to meet the priorities of the state. The state legislators are considering the proposed “New Mexico Opportunity Scholarship,” which would make all 29 state’s public colleges and universities tuition-free for all in-state residents, regardless of family income. The program is expected to help recruit and retain an estimated 55,000 New Mexico students each year. The program is designed as a last-dollar in program, and would be the most comprehensive and generous free tuition plan in the U.S. The lawmakers are still working on the plan details, which will be discussed and considered for approval by the state legislature in January 2020.

There is great potential for UNM to have an even larger impact on the local and state economy by leveraging resources around the state, including industry, national labs, tourism, and a vibrant artistic community. A major driver of the New Mexico economy has been federal government spending on major military and research institutions in the state. New Mexico is home to three Air Force bases, the White Sands Missile Range, and three federal research laboratories: Los Alamos National Laboratory (LANL), Sandia National Laboratories, and the Air Force Research Laboratory (AFRL). By being one of the primary sources of educated talent for these institutions, UNM has built key relationships with these entities, but there are opportunities to do more. Currently, UNM is building a bachelor’s degree program designed for LANL staff to be delivered on the Los Alamos campus, and has just established a new joint faculty appointment program with LANL. A similar program with Sandia will be announced soon. UNM also has shared research space with Sandia and AFRL, and is in the process of designing a new shared facility with these partners.

The University recently established Innovate-ABQ, an entrepreneurial hub being developed as a premier downtown innovation district for researchers, investors and entrepreneurs. Innovate ABQ, Inc. was established by the UNM Board of Regents in late 2014 as a non-profit, 501(c)3 corporation and is governed by a 13-member Board of Directors. The idea is to create a one-stop-shop approach for companies, entrepreneurs and investors seeking to evaluate new technology and create new business opportunities. The mission will be achieved by commercializing new technologies developed at New Mexico’s research universities, by public/private partnering with national labs, business organizations, civic leaders, the non-profit sector, national and global corporations, and public schools, and by providing entrepreneurial education and support. Given the limited industry in New Mexico, it will be essential for UNM to continue to build relationships such as these, not only to benefit the economy and research but also students. This can be achieved by creating a pipeline for student internships, providing students with opportunities for hands-on research, and enhancing job placement after graduation. The premier facility in the Innovate ABQ district is the Lobo Rainforest, a UNM entrepreneurship hub that hosts UNM’s very successful technology transfer operation STC.UNM, the Innovation Academy educational program, as
well as tech transfer offices for Sandia and AFRL. The Rainforest also serves as university housing for students interested in the entrepreneurial environment, and provides a culturally appropriate housing facility leased to the Navajo Nation to provide residence for UNM students from the Navajo Nation.

Role of the Dean

Reporting to the Provost and Executive Vice President for Academic Affairs, the Dean serves as the chief academic and administrative officer of the School and provides academic, intellectual and administrative leadership. The Dean will collaborate with a wide range of internal and external stakeholders, especially faculty, staff, students, and alumni, to help define and execute the academic vision and mission of the School, set the direction for academic excellence and student success, and create and maintain an infrastructure that supports the academic mission of the School. The Dean provides leadership for teaching, learning, research, community engagement, enrollment management, strategic budgeting, assessment, fundraising, accreditation, and student success for the School as well as in support of the university’s larger strategic goals. The Dean represents Anderson on all university matters and will work collaboratively across the university to fulfill the many aspirations of the School as well as the university. The Dean will also be the lead spokesperson for the School externally, finding new ways to build authentic partnerships with the business and management communities and New Mexico’s highly diverse communities.

Key Opportunities and Challenges for the Dean

This Dean will be joining UNM at a time when the institution is experiencing a renewed sense of possibility and promise under new leadership with a new President, Provost/EVP, many other new members of the leadership team, and three fellow deans currently on the same search cycle. This next Dean will be passionate about the mission and values of the institution and desire to assist UNM on a new pathway of innovation and problem solving to better support New Mexico through academic excellence, accessibility, and service, and to build on the rich cultural diversity of the state. As the management school of the state’s flagship institution, with many dedicated faculty, staff, and students ready to be inspired for the future, the Dean will be well-positioned to usher in a new era for the School by addressing the following opportunities and challenges:

Bring the School together around a strategic vision while fostering inclusion, a sense of community, and excitement for the future

The School is ready to come together to imagine and plan for the future. The Dean will be expected to rally the School and lead it into a new era of short- and long-term planning about how to firmly establish it as the premier management school in the state and as a nationally recognized management school. The Dean will lead efforts to craft a compelling vision, shared identity, and strategic plan that will help unify departments, honor UNM’s mission as a diverse public flagship institution, recruit and retain talented faculty and staff, foster academic excellence, and create a greater sense of shared purpose. This will include promoting a culture of equity, inclusion, respect, collegiality, collaboration, transparency, shared governance, and community. The Dean will ensure that all staff and faculty feel supported, regardless of rank, status, or department. To overcome skepticism, the Dean will need to create some early wins in areas such as enrollment growth, revenue generation, and strengthening relationships with external communities. The Dean will work closely with faculty, staff, students, alumni, the Anderson Foundation Board, the UNM Foundation, and many external stakeholders to ensure priorities are determined, resources are aligned, and plans are executed in a timely manner. The Dean will need a deep understanding of the marketplace for schools of management, ensuring Anderson is nimble and able to best serve and partner with varied constituencies across UNM and New Mexico.
Dean, Anderson School of Management  
The University of New Mexico

Increase the visibility of Anderson and better position the School to partner with and support New Mexico’s businesses, government, and nonprofits

The Dean will balance internal responsibilities with a significant external role, increasing the visibility. The Dean will balance internal responsibilities with a significant external role, increasing the visibility and enthusiasm for the great work already happening at Anderson and building relationships with key stakeholders throughout the state of New Mexico and beyond to better position Anderson as a valuable partner. The Dean will also engage faculty and the communities of New Mexico to learn where opportunities lie to strengthen existing partnerships and better meet the needs of industry, government entities, nonprofits, and the greater New Mexico population. The Dean will also find new ways to leverage alumni, the Anderson Foundation Board, and the UNM Foundation in these efforts. In doing so, the Dean will provide more job and internship opportunities for students, promote revenue generation, facilitate opportunities for research partnerships, foster innovative and mutually beneficial educational programming, and ensure graduates enter the management world ready for success and committed to staying in New Mexico to further promote economic development. By being a highly visible, approachable, and active member in the varied communities within New Mexico, the Dean will be recognized as a well-respected and established leader in the state and Anderson will be viewed as integral improving and expanding opportunities for Anderson and the state.

Lead an ambitious fundraising effort

The University’s strategic goals are both ambitious and critical to its enduring success. The Dean of Anderson will be a key partner and leader in achieving those goals. As Anderson is the only School at UNM that has its own Foundation Board, this Dean has the unique opportunity to leverage this Board while also working closely with the UNM Foundation to fund the priorities and aspirations of the School. While Anderson has strong name recognition in the state, much more can be done to increase the exposure and reputation of Anderson to build more robust and sustainable relationships with alumni, donors, and the business community locally, regionally, nationally, and internationally for fundraising efforts. While the Dean will be focused on growing revenue for the School, the Dean will also help ensure fundraising goals for the University are accomplished.

Ensure students have the tools and experiences needed to graduate and obtain jobs

The diverse and rich demographics of Anderson’s student body reflect the future of higher education, and Anderson has the opportunity to show the state, nation, and world how to best provide an education for a diverse student body while ensuring their successful job placement after graduation. However, there is much to be done to make this possible. First, the Dean will assist the School in establishing Anderson as a top choice for management students in the state, as they lose many students to other campuses, including community colleges, who can better tell their stories and value propositions. Second, the Dean will need to ensure a supportive environment for students at UNM, leveraging academic advisors, the career center, learning center, and centralized services to support student success and a sense of belonging for all students at Anderson. Third, the Dean will need to ensure accessible and competitive programming for students by continuing to promote and incentivize alternative forms of education delivery, such as leveraging MOPS, and ensuring students are provided the skill sets needed to be prepared for the workforce. Finally, the Dean will need to provide ample opportunities for students to gain experience in internships, jobs, and/or research, so they build connections early in their college careers and are in high demand after graduation. Strengthening opportunities with the UNM branch campuses might provide another opportunity to both address state needs and heighten student success at Anderson.
Develop new programs and ensure existing programs support the Anderson strategic plan

In a rapidly changing marketplace, the Dean must work closely with faculty and other stakeholders to ensure that programs and curricula reflect a dynamic and fast-paced global landscape but also tend to local, regional, and state business and community needs. While Anderson has some new programs that are distinctive in the state and nation, such as the MBA Ed program, Anderson continues to have a small number of out-of-state students. Many New Mexico students are choosing to attend other colleges or universities in the state as they provide a best cost-value ratio. The Dean will find ways to better highlight the great strengths of existing programs while also working closely with faculty to identify opportunities for program expansion and development to meet market demands. In conversations with faculty, the Dean will bring a broader perspective, including feedback from students, ideas for further expanding and leveraging international exchange programs, potential programming partnerships with the other Schools, Colleges, and branch campuses at UNM, and feedback from external communities regarding what they need from UNM graduates. One strategy the School may want to revisit is the creation of a PhD program, which was approved many years ago but never implemented. Given the desire to grow online programming at UNM, Anderson also has the opportunity to be quite creative with new managed online programs, or MOPS, to improve accessibility to their current programs but also create new programs that respond to student and community interests and generate new revenue for the School. As the Dean works closely with the Anderson community to determine the future of the School through the revision of their strategic plan, the Dean may need to have frank conversations with the faculty and staff about what is no longer working well and make tough decisions to remain competitive in the current higher education landscape.

Create a sustainable business model and supporting infrastructure

To ensure a sustainable future in a dynamic marketplace, the Dean will need to possess sharp financial acumen and high-level perspective to make strategic business decisions with an eye toward creativity, collaborative decision making, increasing efficiencies, and creating an infrastructure necessary to more effectively support the School in fulfilling its academic mission. The Dean will need to create a sustainable business model for the School and adapt the model on an ongoing basis, especially as the budget model for the university changes over time, to fully take advantage of incentives and assist UNM in fulfilling larger strategic goals. It is expected that the Dean will provide a high level of transparency on the financial priorities of the School and that academic excellence will be at the forefront. This business model will include strategies for creating new revenue streams, fostering new partnerships, growing undergraduate and graduate enrollment, supporting research and service, funding a second new building, and ensuring an infrastructure within the School that is adaptive to changing strategies and fosters collaboration across the many constituencies of Anderson. Current infrastructure challenges include evaluating the staffing structure and ensuring the appropriate organizational structure moving forward, a new building that has outstanding spaces and technology that need to be better leveraged to foster community, and decision making bodies that need to be adapted for improved effectiveness and inclusion. With a successful business model and improved infrastructure, the Dean will help foster a culture of innovation, risk taking, and enthusiasm for the future.

Qualifications and Characteristics

UNM seeks an experienced leader with outstanding management skills, financial acumen, a clear understanding of the academic enterprise, and strong communication abilities. To ensure the School’s continued success, the new Dean will possess many, if not all, of the following skills and qualities:

- An earned doctorate or appropriate terminal degree and a distinguished professional record appropriate to an appointment at the rank of full professor;
• Extraordinary collaboration and relationship building skills; ability to develop strategic partnerships of mutual benefit in the university, community, and industry;
• A history of creative revenue generation and creating sustainable academic business model development;
• Demonstrated ability to foster collaboration across disciplines;
• Prior administrative and leadership experience, including evidence of vision and effective strategic planning and implementation;
• A pulse on the higher education landscape and an understanding of the trends and opportunities for the future of a management school;
• A commitment to transparency, consensus building, and shared governance;
• A demonstrated commitment to diversity, equity, inclusion, and student success, as well as working with broadly diverse communities;
• Proven success in fundraising and the ability to contribute to and lead development efforts;
• Strong external relations skills and ability to be diplomatic, persuasive, authentic, sincere and credible to a wide variety of audiences including students, faculty, alumni, donors and prospective donors, the diverse communities of New Mexico, university administration, external funding agencies, accrediting bodies, the state legislature, and other stakeholders;
• Strong internal leadership abilities; proven success in building and developing infrastructure and teams;
• Demonstrated commitment to academic excellence in research, teaching and service;
• Passionate commitment to student success; evidence of an impact on enrollment growth, retention, and job placement;
• A record of data-informed decision making; and
• A deep commitment to the mission of public education and a desire to make a real difference in the lives of Anderson and UNM students, and the residents of New Mexico.

Location

New Mexico is known as "The Land of Enchantment" or "Tierra del Encanto," because of its scenic beauty and rich history. New Mexico offers a wide variety of adventures, art, music and dance, breathtaking landscapes, and a multicultural heritage, including Native American, Hispanic, and Anglo cultures that cannot be found in any other state in the U.S. New Mexico has the highest percentage of Hispanics, including descendants of the original Spanish colonists who have lived in the area for more than 400 years, as well as more recent immigrants from a variety of nations in Latin America. It has the second-highest percentage of Native Americans as a proportion of the population, and the fourth-highest total number of Native Americans. The major Native American nations in the state are the 20 Pueblos, Navajo, and three Apache peoples.

Oil and gas production, agriculture, the arts, tourism, and federal government spending are important drivers of New Mexico’s economy. State and local governments have a comprehensive system of tax credits and technical assistance to promote job growth and business investment, especially in new technologies. The state is home to more PhD holders per capita than any other state in the country as it is home to Sandia National Laboratories, Los Alamos National Laboratory, Intel, a number of other research facilities, and several land management agencies including the Forest Service and National Park Service.

New Mexico has one of the most diverse landscapes in the world, with a range of incredible outdoor adventures to match. The geography ranges from snow-capped 13,000 foot peaks, wildflower fields, thick forests of cottonwoods, white sand dunes, volcanoes and lava fields, and vast expanses of ranchland and desert.
The University of New Mexico’s main campus is located in Albuquerque, the most populous city in New Mexico with its own rich culture and heritage as one of the oldest cities in the U.S. It has a multicultural heritage and history where diverse influences are a part of everyday life. Averaging 310 days of sunshine a year, it is also a great place for outdoor activities, including biking, skiing or golfing on some of the best golf courses in the Southwest. Residents and visitors alike take advantage of the many traditional New Mexican restaurants, enjoy world-class visual and performing arts, and visit the many museums and historical sites around the state. Albuquerque is home to the International Balloon Fiesta, the world's largest gathering of hot-air balloons. The Sandia Mountains run along the eastern side of Albuquerque, and the Rio Grande flows through the city, north to south. More information about Albuquerque can be found at: [http://www.visitalbuquerque.org/](http://www.visitalbuquerque.org/) or [https://advance.unm.edu/why-abq/](https://advance.unm.edu/why-abq/).

**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/7236](http://www.imsearch.com/7236). Electronic submission of materials is strongly encouraged.

UNM is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, citizenship, disability or protected veteran status.