

# Search for the Dean, College of Arts and Sciences University of New Mexico Albuquerque, New Mexico

New Mexico's flagship R1 university, the University of New Mexico (UNM), seeks a visionary, strategic, innovative, and engaging leader to serve as the next Dean of the College of Arts and Sciences. The College of Arts and Sciences is the largest degree-granting college and the largest research unit on UNM's central campus. With over 45 majors and 68 concentrations spanning 35 departments, several centers and institutes, and 3 museums, the College has already established itself as a catalyst for academic and research excellence and innovation on campus, throughout the state of New Mexico, and in the region. The College now seeks a new Dean to help build on this solid foundation, serving as a champion for the arts and sciences and for the College more broadly within the University and beyond.

UNM provides education to over 25,000 students, more than 80 percent of whom are New Mexico residents. The University has one of the most diverse student bodies of any major research university in the nation, with an undergraduate class that is 50% Hispanic and 60% members of minoritized groups, and is one of only 21 Hispanic-Serving Institutions (HSI) in the U.S. that has a Carnegie Classification of Highest Research Activity (R1). UNM is ranked among the top 100 Research and Development-Performing Institutions in the U.S. with research expenditures of over 350 million dollars annually. UNM also holds the Carnegie Community Engagement classification, and hosts the largest health system and only academic health system in the state. UNM aspires to be a model for how a university can fulfill its missions of academic excellence, research, service, patient care, student success, and access within the changing demographics of the United States. The institution plays a critical role in educating New Mexico's residents and driving its economy. UNM's impact is delivered through research and educational excellence in a variety of disciplines, a vibrant health sciences enterprise, branch campuses in Gallup, Los Alamos, Taos, and Valencia, technology incubators, two medical centers and many other clinical sites. UNM is a place where cutting-edge research and creative endeavors flourish. Its research generates new knowledge, injects billions 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, courtrooms, and studios. About 58% of UNM alumni remain in the state and provide valuable contributions to the State's intellectual life, economy, cultural community, legal and educational systems, healthcare industry and every aspect of life in New Mexico.

It is a propitious time to join the UNM community as it embarks on <u>UNM 2040</u>, an ambitious and aspirational vision that will define the long- and short-term objectives for the university. In alignment with



these goals, the Dean will ensure the College continues to be at the forefront of arts and science education, scholarship, and practice in the region, nationally, and globally.

In recent years, UNM faculty have made great strides in elevating and centering the presence of the College at UNM. For example, New Mexico is a state whose population has been significantly affected by challenges such as chronic disease, housing insecurity, and climate change. In 2019, President Garnett Stokes announced the creation of the Grand Challenges program that brought researchers and scholars from the College and around the university together to find solutions to address some of the state's most pressing concerns. The program has been a tremendous success since its inception with three concept teams that to date have had over \$50 million return on the original \$2.5 million investment. In September of 2022, the university added ten new concept teams in its efforts to broaden the reach and impact of the Grand Challenge program. The Dean will play a key role in supporting these efforts to continue bettering the health and well-being of a state with a rich history and boundless potential.

The incoming Dean will partner with and benefit from supportive university leadership, campus stakeholders, and an engaged community of student scholars. The College is also in the midst of a fundraising campaign to renovate its physical facilities and improve the student experience by increasing resources for departments in need, particularly in the humanities. The incoming dean has a remarkable opportunity to further this work alongside academic leaders, community partners, and administrative leadership to strengthen the College's reach, scholarship, and impact.

The College of Arts and Sciences seeks an inspiring, intellectual, collaborative, and entrepreneurial leader to set it on a dynamic course for the future. The new Dean will bring high academic standards, a record of scholarship, strong management and leadership skills, and an appreciation for transparency and shared governance. They will have exceptional communication skills, political aptitude, entrepreneurial energy, and the capacity to represent the College effectively to local, national, and international constituencies.

To be successful, the Dean will be expected to address a number of opportunities and challenges, listed below, and outlined in detail beginning on page 7 of this document:

- Execute on an inspiring and strategic vision for the College of Arts and Sciences in alignment with the academic and research missions of the University and the UNM 2040 framework
- Strengthen diversity, equity, and inclusion efforts internally and externally
- Serve as a champion and advocate for the largest college on campus, both within the University and at the local, state, and national level
- Manage and grow resources to enable the College of Arts and Sciences to realize its full potential and meet its ambitious objectives
- Empower the College of Arts and Sciences by recruiting and retaining a diverse, world-class faculty and staff



A list of the desired qualifications and characteristics of the Dean of the College of Arts and Sciences 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 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, 20 years before its namesake would become a state. The University now offers over 200 degree and certificate programs, including 94 baccalaureates, 71 masters, and 37 doctoral degrees through the Anderson School of Management, College of Arts and Sciences, College of Education and Human Sciences, 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 is comprised of its Albuquerque Campus as well as branch campuses in Gallup, Los Alamos, Taos, and Valencia. There is also a campus and regional health center in Rio Rancho. The Albuquerque Campus student population reflects the ethnically diverse population of New Mexico and includes historically underrepresented groups - approximately 44% of the student population are Hispanic, 5% Native American, 4% Asian, 2% African American, 3% multi-racial, and 5% are international. The Hispanic student population includes some with deep roots going back many generations in the region while others are recent immigrants from Latin America; Native American students come from 24 tribes that have ancestral homeland ties to New Mexico including 20 Pueblos, the Navajo Nation, and the Jicarilla Apache Nation, Mescalero Apache Tribe, and the Fort Still Apache Tribe. The populations at the branches are equally diverse, with, for example, the student population of the Gallup campus being nearly 70% Native American. It is a point of pride that the University is composed of a complex intersection of cultures and backgrounds.

UNM boasts an outstanding faculty that includes four National Academy of Sciences/Engineering Members, five National Academy of Inventors Fellows, 60 Fulbright Scholar program awardees, and many fellows of various other associations and societies. Faculty publish in high impact professional journals such as *Science, The New England Journal of Medicine, Nature, Biological Psychiatry, Proceedings of the National Academy of Sciences, Journal of the American Chemical Society, Physical Review Letters, International Journal of Art and Design Education, and Journal of Politics, as well as with major academic publishers such as Cambridge University Press and Oxford University Press, and with the University of New Mexico Press. UNM professors have been quoted in local newspapers and media, and in national publications such as <i>Business Week, Los Angeles Times, The New York Times, The New Yorker, Newsweek, Parade Magazine,* and *U.S. News and World Report*, among others. They have shared their expertise on CNN, Good Morning America, Nova, National Geographic, the Today Show, National Public Radio, local news stations, and other television and radio shows. As a dynamic visual and performing arts center for



the vibrant arts community of Albuquerque, the University presents over 300 public performances, exhibitions, installations, and art lectures annually.

UNM has a strong tradition of faculty governance as set forth in the Faculty Constitution established in 1949. UNM faculty have broad powers delegated from the Board of Regents and outlined in the Faculty Constitution. In October 2019, both full- and part-time faculty at UNM, not including those in the Health Sciences Center (HSC), voted to form a union affiliated with the American Federation of Teachers and the American Association of University Professors. Adjuncts and full-time faculty have separate bargaining units, and recent negotiations have resulted in new collective bargaining agreements. In spring of 2022 the state labor board also certified a union for all graduate students employed in assistantship positions, represented by UE, the United Electrical, Radio and Machine Workers of America and the first collective bargaining agreement was signed in December of 2022.

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 dollars 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.

#### **Current Context of Research at UNM**

UNM is ranked among the top research and development-performing institutions in the U.S. with research expenditures of over 350 million dollars annually. At UNM, research, scholarship, and creative activity are not just limited to STEM fields. They include several nationally recognized interdisciplinary research groups focused on bioinformatics and collections-based research; ecology and climatology; human evolution, social and behavioral dynamics, and addictions; materials science and optical sciences and engineering; and quantum information science and technology. Excellence in additional disciplinary units includes computational and data sciences; high energy density physics; medieval studies; regional resource economics, sustainable water, and environment; southwest anthropological research and sociocultural studies, Latin American studies; indigenous planning; and land arts of the American West. Developing areas of research and scholarship strength include community-engaged arts, education, and public health; high performance computing; neuroscience, learning, cognition and memory; and clean energy systems.

In 2016-17, during the development of UNM's Research Strategic Plan, *Research2020*, it was noted that UNM had a robust, high-quality research enterprise led by an outstanding faculty. However, it also became clear that an investment of new funds would be critical to maintaining UNM's status as a first-class research university that could lead the state and the nation in ensuring the success of an increasingly diverse student body while generating new knowledge and understanding to benefit all. For this reason, President Stokes launched the aforementioned UNM Grand Challenges Initiative in 2019. To further



develop and enhance faculty research, scholarship, and creativity in a post-pandemic world, the OVPR launched the <u>WeR1 Faculty Success Program</u> in 2021 in collaboration with <u>UNM ADVANCE</u> and the Provost's Office.

### **About the Grand Challenges Initiative**

Grand Challenges are problems of global, national, and regional significance that will foster additional interdisciplinary efforts across the central campus, the Health Sciences Center, and the branch campuses, will engage community partners, and align university resources. In the Spring of 2019, President Stokes announced the first three Grand Challenges that aim to tackle the complex issues of sustainable water resources, substance use disorders, and successful aging for the people of New Mexico. These efforts have generated productive collaborations among faculty, students, and staff as well as community stakeholders from the College of Arts and Sciences, the broader campus community, and UNM's branch campuses that promote the University as a comprehensive intellectual resource for its region.

The Grand Challenges Initiative has proven to be an enormous success. In August of 2022, President Stokes announced the program would expand with the addition of ten more concept teams. The ten new Level 1 Concept Teams represent all UNM campuses including the Health Sciences Center and UNM branch campuses. The research teams comprise UNM faculty, staff, post-docs, and graduate students.

The reimagined Grand Challenge program will provide each team with funds for team development and the solidification of their ideas. The new teams will work with members of the Office for the Vice President of Research (OVPR), HSC Office of Research, and other campus university offices to further develop their research plans. In 2023, the Level 1 teams will be eligible to compete for Level 2 status which will provide additional funds to seed their projects and build capacity for larger, team-based activities.

### About the WeR1 Faculty Success Program

The Office of the Vice President for Research, in collaboration with the Office of the Provost & Executive Vice President for Academic Affairs, and <u>ADVANCE</u> at UNM, has launched an institutional initiative to support main campus faculty in navigating the post-pandemic world. UNM data shows that during the pandemic, many faculty members spent less time on research, scholarship, and related professional development as they revised their teaching and dealt with new and different demands for student support and to care for their own families. As society transitions into the endemic phase of COVID, the WeR1 Faculty Success Program seeks to support UNM faculty in new and creative ways.

Goals of the WeR1 Faculty Success Program were created with the understanding that faculty retention and advancement depend upon increased transparency, support structures, and resources that allow faculty to transition, rebuild, recover, and/or refocus their research, scholarship, and creative work. Any investment must encompass both small steps and expansive interdisciplinary initiatives—faculty need support now, but they also need that support to remain in place and be accessible in the coming years. The OVPR has committed over \$1 million in funding for this program over the next two years.



### **About the College of Arts and Sciences**

The College of Arts and Sciences provides a broad-based education in the natural sciences, social sciences, and humanities that transforms lives and shapes futures. The College creates and disseminates new knowledge, fosters, and supports scholars and researchers, educates the next generation of professionals and public servants, and develops engaged, cross-culturally literate citizens.

The College's departments and programs not only provide the knowledge that is fundamental to intellectual and educational activities across the entire campus, they also integrate and contextualize that knowledge in ways that connect students to the past and prepare them for the future. Nearly every undergraduate student at UNM takes at least one course from the college.

The College is also the largest single research unit on central campus and generates roughly \$50 million in new and continuing external research funding per year. Of that, approximately \$2.5 million per year is returned for investment in the research and scholarship mission. The College's diverse portfolio includes funding from agencies like the National Institutes of Health, the National Science Foundation, the National Endowment for the Humanities, the Department of Energy, the Department of the Interior, the State of New Mexico, and many others. In addition, faculty and student fellowships are funded through private foundations and non-governmental agencies. From its <u>research centers</u> to its <u>community-engaged research</u> or <u>interdisciplinary museums</u>, students at the College of Arts & Sciences excel by working with some of the leading experts within their fields. By putting their education into practice, students are gaining a broad depth of experience that puts them well ahead of their peers at similar institutions.

Across 35 departments, centers, institutes, and museums, the College's faculty, students, and alumni are the trailblazers of tomorrow. Whether it be a concentration in the social sciences, the humanities, or the natural sciences, the research opportunities are endless thanks to the rich cultural, environmental, and scientific landscape of UNM and the state of New Mexico.

#### **Role of the Dean**

Reporting to the Provost and Executive Vice President for Academic Affairs and as the College's chief executive and academic officer, the Dean is responsible for ensuring the vitality and long-term success of the College and engaging with the broader university community and beyond to advance an agenda of improved research, teaching, engagement, student retention, and graduation success. The College of Arts and Sciences' department chairs, center, institute, and museum directors report to the Dean, a total of 54 individuals. The current leadership also team includes the Senior Associate Dean & Associate Dean of Faculty, Associate Dean for Faculty Development and Special Assistant for Graduate Education, Associate Dean for Curriculum, Associate Dean for Research, and Associate Dean for Student Success as well as key leaders who support student advising, development, research, IT, finance, and operations of the college.



In coordination with the Provost, the Dean oversees the College of Arts and Sciences' operating budget of approximately \$181 million. The Dean is expected to actively pursue opportunities in the development space, lead and inspire a talented faculty to foster academic excellence, and seek out ways to grow the research enterprise. The new Dean will demonstrate a genuine interest in and aptitude for diversity, equity, and inclusion through their robust accomplishments in previous positions. They will also be able to balance their leadership in the College with a concurrent obligation as a leader and citizen of the larger University. They will actively embrace the external aspects of the position such as student recruitment as well as university, local, and national collaborations.

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

# Execute on an inspiring and strategic vision for the College of Arts and Sciences in alignment with the academic and research missions of the University and the UNM 2040 framework

Working closely with faculty, administration, and other key stakeholders, and in alignment with outlined objectives of UNM 2040, the Dean will advance a strategic vision for the College of Arts and Sciences focusing on the academic and research accomplishments of the College, and with attention to collaborating across the University in service to the state of New Mexico, and beyond. The vision will celebrate the accomplishments of the past and inspire the future. The College has already made notable strides in expanding its research footprint through its participation in interdisciplinary endeavors such as the Grand Challenges program and the creation of PAIS, a center for interdisciplinary science. There remain many more opportunities to engage the College's community to support the academic development and success of its students, as well as professional development for faculty and staff. The Dean will be instrumental in working to advance existing initiatives while also collaborating with key stakeholders to identify strategic priorities for the College in an effort to strengthen its already outstanding reputation within the state of New Mexico and beyond. The UNM 2040 goals of Advancing New Mexico, Student Experience and Educational Innovation, Inclusive Excellence, Sustainability, and One University are all ripe for contributions from Arts and Sciences.

### Strengthen diversity, equity, and inclusion efforts internally and externally

Goal Three of UNM 2040 calls on UNM to use an equity and inclusion lens to expand opportunity, cultivate the potential of students, faculty, and staff, and to provide service for all New Mexicans. Minority students comprise 43% of those on UNM's central campus; 50.7% of students in Albuquerque identify as Hispanic. As a Hispanic-Serving Institution and as one of the most diverse universities in the country, the UNM community has a strong commitment to strengthening diversity, equity, and inclusion efforts in support of its students, staff, and faculty. In alignment with the broader University's aspirational goals, the Dean will utilize an equity and inclusion lens to expand opportunity within the College of Arts and Science. The Dean will be charged with continuing the momentum in the recruitment of students, staff, and faculty to serve the needs of one of the nation's most dynamic states. The Dean will work to continue to attract the best students from a variety of backgrounds, and with broad experiences and research interests. By bringing an awareness of and critical consciousness to inequities within higher education,



the incoming Dean will also work to break down barriers to success in an effort to foster a diverse and inclusive learning environment where students want to learn, and faculty and staff want to teach and work. Goal Two of UNM 2040 calls on us to "transform the educational experience by creating supportive, intellectually challenging, exciting, diverse, joyful learning environments both inside and outside of the classroom to ensure the lifelong success, upward social mobility, and engagement of all learners." Ensuring that more of UNM's students graduate in a timely way is a critical task, and as the largest college and one in which most undergraduates undertake at least part of their learning, Arts and Sciences plays a key role in this aim.

# Serve as a champion and advocate for the largest college on campus, both within the University and externally

The College of Arts and Sciences is large and complex, receiving revenues through a variety of sources including philanthropic donations, research grants, public funding, and tuition. The incoming Dean will continue to be a champion for the liberal arts, as well as arts and sciences more broadly, attending university events to broadcast the research and scholarship being achieved by students and faculty. The Dean should be familiar with and able to speak to the strengths and accomplishments of the various departments, centers, and institutes and be a champion for their success. The Dean should also have a keen sense of where to connect opportunities across Arts and Sciences and all of UNM to achieve even greater impact. Goal Five of UNM2040, One University, is foundational to achieving UNM's other goals, and demands that UNM "align and integrate our distinctive academic, research, patient care, and service components, and enhance our administrative functions to strengthen the University and its impact." To further develop cross-disciplinary collaborations and resources, the incoming Dean will be responsible for building working relationships across the University and beyond. To further extend the College's reach and impact, the Dean will partner with key stakeholders around Albuquerque and the state of New Mexico to cultivate and steward philanthropic donors.

## Manage and grow resources to enable the College of Arts and Sciences to realize its full potential and meet its ambitious objectives

UNM 2040 Goal Four, Sustainability, calls on UNM to create "... long-term sustainability and ensure the necessary resources —human, financial, and physical— to achieve the University's aspirations while protecting the natural environment that supports all people of the state and the world." The College of Arts and Sciences has many ambitious objectives: supporting cutting edge research; improving undergraduate student retention and academic success; enhancing graduate student excellence; prioritizing diversity, equity, inclusion, and access; and advocating for renovations to and expansion of its facilities and academic programs. The College of Arts and Sciences is emerging from the global pandemic with a plan to address the structural deficit attributable to COVID-driven 2020 state budget reductions by FY25 while still supporting strategic investments in the College; the new Dean will need to diligently manage this plan. UNM is currently moving into a comprehensive fundraising campaign to help achieve its ambitious objectives. It will be the responsibility of the incoming Dean to use their financial leadership skills to manage and grow resources to ensure the College is able to realize its goals. Serving as the external face of the College, the incoming Dean will work with internal and external partners and



stakeholders to build upon and develop new professional relationships across the campus and beyond to identify opportunities for cross-disciplinary collaborations, acquiring resources from university administration, philanthropic sources, government officials, and others to serve the needs to the College's scholarly community. The Dean will also seek to create more transparency and equity within the College, working to ensure that people are compensated appropriately and feel valued for their contributions.

# Empower the College of Arts and Science by recruiting and retaining a diverse, world-class faculty and staff

The College of Arts and Sciences' faculty and staff are indispensable to student success and highly committed to the success of the College's mission of impact on our state and the world. In particular, the staff are widely recognized for their talents and are consequently sometimes recruited away to different parts of the university or local economy. The incoming Dean will inherit this talented and dedicated team and will need to support faculty and staff as they continue to drive education and research while also identifying ways to retain talent and recruit for vacant positions. To do this, the Dean will work to examine what drives faculty and staff satisfaction, including but not limited to compensation, increasing efficiencies while limiting burnout, diversity, equity, and inclusion efforts, and other key policies and procedures.

#### **Qualifications and Characteristics**

The next Dean of the College of Arts and Sciences will possess many of the following professional experiences and qualities to the position:

#### Minimum Qualifications

- An earned doctorate or equivalent terminal degree from an accredited university;
- A record of scholarship and teaching requisite for an appointment as a tenured full professor;
- A record of leadership positions at an institution(s) of higher education

### Preferred Qualifications, Experiences, and Characteristics

- Demonstrated leadership and administrative management experience -- strategic leadership, human resources, and knowledge of budgets and financial management;
- Demonstrated commitment to shared governance;
- An understanding and appreciation for the challenges of recruiting and retaining world-class faculty;
- An appreciation for working within a collegial structure and the ability to lead with transparency;
- Demonstrated experience in conflict resolution and in making difficult decisions. The capacity to build trust and present a fair, consistent, strategic, and inspirational leadership style;
- Knowledge and experience working effectively with varied student populations including firstgeneration students, students from various socio-economic backgrounds, students from diverse cultural, religious, and ethnic backgrounds, international students, students with disabilities,



veterans, undocumented students, and students pursuing degrees at various stages in their careers and lives;

- Exceptional communication skills and capacity to engage diverse audiences within and beyond
  the University. Ability to work positively with staff and students from a diverse range of
  backgrounds and to build genuine consensus;
- Personal scholarship, research and/or creative practice of national and international significance;
- A well-informed appreciation of the breadth of disciplines across the College of Arts and Sciences;
- A track record of developing collaborative opportunities with a diverse range of external entities including relevant industry partners, non-profit organizations, tribal nations, etc.;
- Demonstrated ability to build and maintain positive, productive relationships with peers, colleagues, staff, students, and faculty;
- Demonstrated inclusivity, strength of character, integrity, respect, and ethics.

#### 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 multicultural heritage, including a combination of 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 in the U.S., including descendants of the original Spanish/Mexican settlers 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 Pueblo, Navajo, and Apache peoples.

Oil and gas production, agriculture, the arts, the film industry, 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, several 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, to vast expanses of ranchland and desert.

The University of New Mexico 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/.

### **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:

https://www.imsearch.com/open-searches/university-new-mexico-college-arts-and-sciences/dean. Electronic submission of materials is required.



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