



## Opportunity and Challenge Profile

*The University of New Mexico  
Search for the Dean, College of Education  
Albuquerque, NM*

The University of New Mexico (UNM), the state's flagship institution, seeks a creative and strategic academic leader to serve as the next Dean of the College of Education (COE). The Dean will be joining UNM at an exciting and pivotal time as 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. It is also a pivotal time for education in New Mexico, and the state will be looking to UNM as the flagship institution and to this Dean to find solutions and pave a sustainable pathway for the future. The Dean will have the opportunity to work closely with the COE community in catalyzing a strategy for the College that honors its strengths and history, unifies across education and human science disciplines, and encourages innovative thinking and community building founded on a highly diverse student body, faculty, and staff within a culturally rich and amazingly diverse state while addressing the pressing educational needs of New Mexico.

UNM provides an education to nearly 30,000 students, more than 80 percent of whom are New Mexico residents, and plays a critical role in educating New Mexico's residents and driving its economy through research excellence and education in a variety of disciplines. The University has 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 augments teaching, 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.

Working with the passionate and dedicated faculty, staff, and students in the COE, the new Dean will have a tremendous opportunity to have an impact on New Mexico and beyond due to a renewed commitment by the university and the state to fund new initiatives in support of public education. In July 2018, a judge ruled in the [\*Yazzie/Martinez v. State of New Mexico\*](#) lawsuit that all New Mexico students have a right to be college and career ready and that the state is failing to meet this obligation, particularly as it applies to low-income students, Native American students, English language learners, and students with disabilities. As the flagship university and the only R1 institution in the state, the COE is distinctly positioned and ethically responsible to lead the charge in addressing this statewide challenge and ensuring that all New Mexicans have the opportunity to learn and to continue their educational pursuits. Luckily, the Dean will have the support of a passionate governor, Board of Regents, and senior leadership at UNM to assist in these efforts. By providing sustainable and authentic leadership, the Dean will need to leverage the many assets of the COE, relationships with state government, and partnerships across the state to help address the many educational, economic, and community needs of New Mexico. In doing so, the Dean will address the following key opportunities and challenges:

- Unify the College around a cohesive vision and identity that bridges diverse disciplines and fosters a robust collaborative community;

- Join forces with other educational institutions to advance innovative solutions to address New Mexico's educational interests;
- Position the College as a meaningful leader and partner for the State in matters pertaining to education and human sciences;
- Recruit, retain, and develop talented faculty and staff;
- Advance a compelling vision and create a supportive learning environment that attracts dynamic students to the fields of education and human sciences;
- Develop new funding streams and use resources wisely and strategically to have an even larger impact on New Mexico.

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document, which was prepared 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, UNM opened its doors in June 1892, twenty years before its namesake would become a state. UNM now offers over 215 degree and certificate programs, including approximately 94 baccalaureate, 71 masters, and 37 doctoral degrees through the College of Education, Anderson School of Management, College of Arts and 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 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 R1 Carnegie Classification of Very high research activity. 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. The Albuquerque Campus student population reflects the ethnically diverse population of New Mexico and includes historically underrepresented groups, including a very diverse Hispanic student population of 44%, some of whom have deep roots going back many generations in the region while others are recent immigrants from a variety of nations in Latin America, about 5% Native American students from across the world as well as from 24 tribes that have ancestral homeland ties to NM including 20 Pueblos, the Navajo Nation, and the Jicarilla Apache Nation, Mescalero Apache Tribe, and the Fort Still Apache Tribe, 4% Asian, 2% African American, 3% multi-racial, and 5% international. The populations at the branches are equally diverse, with, for example, the Gallup campus being nearly 70% Native American. It is a point of pride that UNM is composed of a complex intersection of cultures and backgrounds.

UNM 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 62<sup>nd</sup> in top performers on social mobility, and 105<sup>th</sup> overall among public institutions in the nation.

Students on the Albuquerque 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 a major 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. Today, these assets total over \$450 million. 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 UNM programs.

### ***University Leadership***

UNM 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, all of the board members are strongly supportive of higher education and are expected to improve the performance and accountability at UNM.

President Garnett S. Stokes was selected as the 23rd president of UNM 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. UNM 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 Management, 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 impact.

Not unlike other institutions, UNM has experienced declining enrollment numbers over the last few years. Enrollment was down 6.5% for the Fall 2019 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 took over as 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 <http://strategy.unm.edu/index.html>. In Fall 2019, the President and Provost began the process of developing a new Strategic Plan to look toward 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. The launch was so successful that it was expanded to a \$1 billion campaign for completion in 2020 – and reached that goal early in 2018 – to fulfill goals laid out in the UNM 2020 strategic plan. The Foundation reached 93% 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 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 UNM in 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, but there are many competing calls for those funds.

Improving student success has been a major focus of the University, 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 taking into consideration 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. State legislators are considering the proposed “New Mexico Opportunity Scholarship,” which would make all 29 of the 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. 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 our 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 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 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 grow research, but also to continue to create a pipeline for student internships, provide students with opportunities for hands-on research, and for job placement after graduation. The premier facility in the Innovate ABQ district is the Lobo Rainforest, an entrepreneurial hub that hosts UNM's very successful technology transfer operation STC.UNM, the Innovation Academy educational program, and tech transfer offices for Sandia and AFRL. The Rainforest also provides university housing for students interested in entrepreneurship, and a culturally appropriate housing facility leased to the Navajo Nation for UNM students from the Navajo Nation.

### **About the College of Education**

The COE delivers high-quality instruction, diverse course offerings, active research programs, and enriching professional development opportunities for undergraduate and graduate students. The College prepares more of New Mexico's teachers, counselors, and administrators than any other institution of higher education in New Mexico. The College has a Fall 2019 enrollment of 1,328 undergraduate and 825 graduate students in its five departments: [Language, Literacy & Sociocultural Studies \(LLSS\)](#), [Individual, Family & Community Education \(IFCE\)](#), [Teacher Education, Educational Leadership and Policy \(TEELP\)](#), [Special Education \(SPCD\)](#), and [Health Exercise & Sports Sciences \(HESS\)](#). The College offers 10 Bachelors programs, 11 Master's program, 6 graduate certificate programs and 9 doctoral programs. The College continues to expand online course offerings, including fully online graduate programs in Educational Leadership and Physical Education Teacher Education. A Health Education undergraduate program is almost fully online and several additional graduate and undergraduate courses are being offered or under development to be offered online. Appendix I at the conclusion of this document lists the various academic programs within each of the five departments.

The COE represents a vibrant, academically diverse, and engaged community of faculty scholars and staff. The College has 116 full-time faculty, 55 part-time faculty, and 54 staff. The faculty's commitment to excellence has been recognized nationally and internationally with the faculty producing on average 150 scholarly national/international journal publications and 5 books each year. The College is currently managing 46 externally funded grants totaling \$13 million dollars, and the faculty serve as editors or



associate editors of 11 national journals. Forty College faculty members serve on the editorial boards of 67 national and international journals. The faculty at the COE is one of the most culturally diverse units at the University, and the COE has the most Native American faculty of any college of education in the country. Over 20% of faculty identify as Hispanic or Latino.

The reach of the COE's partnerships includes both urban and rural communities across the state of New Mexico. Centralized infrastructure to support applications for and management of external grant funding was launched in 2018 with the [Center for Collaborative Research and Community Engagement \(CCRCE\)](#), which continues to enhance and expand the services and support offered to faculty. The College also has multiple centers, institutes, and programs that strengthen its ties to the local community. Examples include: [Comadre a Comadre Program](#), [Institute for American Indian Education \(IAIE\)](#), [Latin American Programs in Education \(LAPE\)](#), and the [Multicultural Education Center](#). Specific collaboration with the Native community has resulted in two dynamic and exemplary programs: [Pollen Cohort](#), and [Native American Leadership in Education \(NALE\) Cohort](#). Both programs harness the leadership and expertise from COE's faculty, along with an innovative course curriculum to train future teachers and administrators to serve Native American students and address specific needs within tribal and broader Native American leadership.

The COE's commitment to excellence is reflected by its national accreditations: National Council for the Accreditation of Teacher Education – Legacy/Council for the Accreditation of Educator Preparation (CAEP), Accreditation Council for Education in Nutrition and Dietetics (ACEND), Commission on Accreditation of Athletic Training Education (CAATE), Council for the Accreditation of Counseling and Related Education Programs (CACREP), Behavior Analyst Certification Board, and National Council on Family Relations (NCFR).

The COE has created several support structures to help students envision and achieve success. In 2013, the College created the [Center for Student Success](#). This robust center provides undergraduate advisement and serves as an information resource center to help students attain a clear understanding of their options and opportunities for success. In its 6 years of operation, the Center's impact can be illustrated by the College's student retention rate at over 90%. The College's attention to provide targeted support for students is positively reflected in the national rankings for degrees awarded to Native American and Hispanics: For bachelor degrees the rank is 2nd and 7th, graduate degrees rank is 7th and 37th, and doctoral degrees rank is 8th and 53rd, respectively. Financial support for student scholarship continues to be strong, as the COE awards over \$215,000 through 55 endowed scholarships annually, however more funding is needed to support graduate students, especially PhD students, to grow and support that population. Enrollment has decreased substantially in the College within the last decade, with an overall enrollment decrease of more than 50%. Though the most substantial dip happened after the economic crisis in 2008, undergraduate and graduate enrollments have continued to decline. The College has mostly been focused on growing graduate enrollment in recent years, but more attention will need to be paid to enrolling undergraduates.

The COE is currently exploring a name change to embrace the human science disciplines within the College as non-educator preparation programs contribute importantly to the College's mission. This renaming effort, which was passed by the faculty and is currently under administrative review at the university level, will help to represent the diverse disciplines within the COE, build a more unified environment, and bring about more awareness and acknowledgment to all programs within the COE.

For more information on the College, please visit: <https://coe.unm.edu/>

### **Role of the Dean for the College of Education**

The Dean is the chief academic and administrative officer of the COE and reports directly to the Provost and Executive Vice President for Academic Affairs. The Dean will collaborate with a wide range of internal

and external stakeholders, especially faculty, staff, students, alumni, and community partners to help execute the academic vision and mission of the College, set the direction for academic excellence and student success, and create and maintain an infrastructure that supports the academic mission of the College. The Dean provides leadership for teaching, learning, research, community engagement, enrollment management, strategic budgeting, assessment, fundraising, accreditation, and student success for the College but also in support of the University's larger strategic goals. The Dean represents the COE on all university matters and will work collaboratively across UNM to fulfill the many aspirations of the College as well as the University. The Dean will also be the lead spokesperson for the College externally, finding new ways to build authentic and sustainable partnerships across the state with New Mexico's highly diverse communities. The Dean is responsible for a budget of \$15.3 million.

The Dean's direct reports include:

- Senior Associate Dean for Research and Community Engagement
- Associate Dean for Curriculum, Faculty, and Student Affairs (vacant)
- Associate Dean for Educator Preparation and Development
- Director of Assessment and Accreditation
- Academic Operations Officer
- Development Officer
- Operations Director for the Center for Student Success
- Department Chairs of Language, Literacy, and Sociocultural Studies (LLSS), Individual, Family and Community Education (IFCE), Teacher Education, Educational Leadership, and Policy (TEELP), Special Education (SPCD), and Health Exercise and Sports Sciences (HESS)

Organizational charts for the COE are available in Appendix I at the conclusion of this document.

### **Key Opportunities and Challenges for the Dean of the College of Education**

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 for the mission and values of the institution and the 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 education college 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 College by addressing the following opportunities and challenges:

#### ***Unify the College around a cohesive vision and identity that bridges diverse disciplines and fosters a robust collaborative community***

It is imperative the new Dean gain a firm understanding of the College's range of departments and the diverse needs, opportunities, and challenges facing each discipline while also balancing the needs of community stakeholders, senior university leadership, faculty, staff, and students. It is equally important that the new Dean develop an understanding of the rich and complex multicultural tapestry of New Mexico. In doing so, the Dean must be authentic and have a firm grasp on the political landscape to ensure valuable partnerships are nurtured and sustained and to successfully expand the reach of the COE across New Mexico. This will involve the Dean and the COE community telling the value proposition of the COE well and more broadly as it will be a community-wide effort to ensure a new pipeline of students and the partnerships necessary for success. With inspirational leadership, the Dean will rally the College to think



creatively around how best to align strategies and resources to deliver on a shared purpose that cohesively addresses the educational shortfalls of the state, prepares students for impactful careers, and inspires future students to join the cause.

The Dean will be expected to be highly inclusive and engage in meaningful conversations with all faculty, staff, and students around strategy to foster a sense of trust, collaboration, and community early in their tenure as Dean. The Dean will leverage and honor expertise within and outside the College in decision making, and will clearly communicate priorities and decisions in a transparent manner.

***Join forces with other educational institutions to advance innovative solutions to address New Mexico's educational interests***

The College is ready for a Dean to lead a new era of addressing the education and health needs of New Mexico for a much larger impact. College stakeholders are ready to come together around their passions for the students and state of New Mexico to address the shortfalls of the state while fulfilling the college's mission on access, teaching, research, and service. The Dean will work closely with the COE community to craft a strategy on how to address the needs of the state while also finding ways to unify disciplines, honor UNM's mission as a public flagship institution, foster academic excellence, and create a greater sense of shared purpose and identity. The Dean must be forward thinking in planning to ensure a sustainable future through thoughtful and creative resource allocation to address these unique challenges and opportunities. This is especially important in light of the recent *Yazzie/Martinez v. New Mexico* decision and its implications in classrooms across the state, as many will be looking to this Dean for solutions, including how to provide more teachers to educate students across New Mexico's vast landscape.

***Position the College as a meaningful leader and partner for the State in matters pertaining to education and human sciences***

The COE should be seen as the premier college of education to partner with in the state. The next Dean will be a thoughtful relationship-builder who can passionately and persuasively champion the College in a wide range of communities, including with state and local elected officials, school districts, community colleges, local organizations, other universities, the Governor, and the Board of Regents. The Dean will embrace the cultural richness and distinctive contributions of the complex multicultural population of New Mexico and establish meaningful and respectful relationships with the diverse communities and Indigenous nations in the state. The Dean will be an active listener who can accurately assess their needs and strategically leverage the expertise and students of the COE to propose solutions. The Dean will be an approachable, politically savvy, authentic advocate, and spokesperson for the College who fosters partnerships that are mutually beneficial and sustainable. If done well, the COE will be able to exponentially grow partnerships and collaborations to have a profound impact on New Mexico for years to come.

The Dean will also work with other Deans and senior leadership to find new ways to partner and incentivize cross-college, interdisciplinary work that promotes innovative programming and research to address the needs of New Mexico. Through partnership, the Dean will also increase the visibility of the program offerings and impact of COE to students across the university who may want to engage in this meaningful work.

***Recruit, retain, and develop talented faculty and staff***

The College will only be successful if it can continue to recruit but also retain its talented faculty and staff. Many excellent and diverse staff and faculty have joined the COE in recent years, but the College has had less success with retention. By fostering a sense of community and shared purpose within the College, the Dean will greatly assist in these efforts, but the Dean will also need to engage faculty and staff in meaningful

conversations around how to creatively and strategically address their needs as resources are limited. The Dean will also foster a collegial, respectful, inclusive, and collaborative environment that values the contributions of the College's accomplished faculty and staff and provide professional development when possible. The Dean will ensure that all staff and faculty feel supported, regardless of rank, status, or department. While some workloads have been modified over the years to address the teaching, research, and service priorities of the College, the adjustments have been inconsistently implemented. The Dean will evaluate the infrastructure of the College on an ongoing basis and adapt it as necessary in support of faculty and staff when fulfilling the College's strategic ambitions. The Dean will support the varying career paths of faculty and staff while also inspiring the College to reach new levels of academic excellence as the flagship, R1 university of the state. This may include finding better ways to utilize and support non-tenure track faculty and lecturers in the College.

***Advance a compelling vision and create a supportive learning environment that attracts dynamic students to the fields of education and human sciences***

The Dean will need to make a case why students should enroll at COE. The field of education at large is having an image crisis, and the longstanding teacher shortage threatens the quality of public education for New Mexico's students. The Dean will be expected to address the declining enrollment of the College, working closely with the new Vice President for Enrollment Management, by crafting a compelling value proposition for students to enroll in the COE and by keeping a pulse on competition within the higher education landscape. There is a lot to sell about the COE, as it is the top producer of teachers, counselors, and administrators in state, but much more can be done around marketing efforts. The Dean will also provide the infrastructure necessary for students to thrive and graduate ready for workforce, leveraging the expertise within the Center for Student Success in this work. The Dean will keep a pulse on workforce needs and ensure the programming necessary to graduate students well versed in theory and best practices within their discipline. The Dean will ensure programming is relevant to the COE's diverse student body and accessible, which may include adding online courses and promoting new delivery methods. The Dean will work closely with faculty and staff to innovate and strengthen academic excellence within the College to ensure the career preparedness of students.

***Develop new funding streams and use resources wisely and strategically to have an even larger impact on New Mexico***

The College is currently operating with limited resources, which makes it difficult to fill vacant positions, invest in infrastructure needs, expand marketing, and ultimately grow enrollment. Therefore, the Dean will need to have a sharp financial acumen to make strategic business decisions with an eye toward creativity, increasing efficiencies, and new revenue generation in support of the College's mission. The Dean will create a sustainable business model 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 and that academic excellence will be at the forefront of decision making. The Dean will also need to be entrepreneurial to diversify new sources of funding to fulfill the College's many aspirations. Areas of opportunity include fostering the attainment of grants, encouraging new educational partnerships with industry, leveraging the Managed Online Program (MOP), and cultivating donors and alumni in fundraising efforts. While the Dean will be focused on growing revenue for the College, the Dean will also help ensure fundraising goals for the University are accomplished.

## **Qualifications and Characteristics**

The next Dean will bring most, if not all, of the following professional experiences and personal qualifications to this position:

### ***Minimum qualifications***

- An earned doctorate or equivalent terminal degree;
- A record of scholarship and teaching requisite for an appointment as a tenured full professor;
- A record of leadership positions at institutions of higher education.

### ***Preferred qualifications, experiences, and characteristics***

- Thorough understanding of educational policy and systems at the national and state levels;
- Strong administrative experience and skills and the ability to make difficult decisions in a transparent and consultative manner;
- Ability to develop, articulate, and champion a shared vision for the College;
- A deep commitment to the mission of a public institution of higher education;
- A passion for students and the belief in the power of education and research to change lives;
- Experience with enrollment management, especially with the growth of enrollment;
- A demonstrated commitment to diversity, equity, inclusion, and student success, as well as working with broadly diverse communities;
- A record of leadership in promoting equity, and increasing diversity in all its forms;
- Excellent financial management skills, and demonstrated experience working with complex budgets; an astute understanding of university finances and the relationship between academic priorities, budgeting, and fundraising;
- Interest in and ability to be a successful fundraiser;
- A demonstrated ability to work effectively and build relationships with a full range of internal and external constituencies, including faculty, staff, students, alumni, donors, media, community members, Indigenous nations, government officials, and leaders in the private sector;
- An ability to foster faculty and staff success in recruitment, retention, and promotion;
- Ability to thrive in the public sector with well-developed political and diplomatic skills; adept at representing the College's missions and goals with both the executive and legislative branches;
- Humor, grace, resilience, and a persona that evinces accessibility, kindness, and humility.

## **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 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 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. 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 hunting, fishing, biking, hiking, 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**

UNM has retained Isaacson, Miller, a national executive search firm, to assist in this search. For more details, including the full position profile with a list of minimum and preferred qualifications, and to submit inquiries, nominations, and referrals, please see the Isaacson, Miller website for the search: [www.imsearch.com/7237](http://www.imsearch.com/7237).

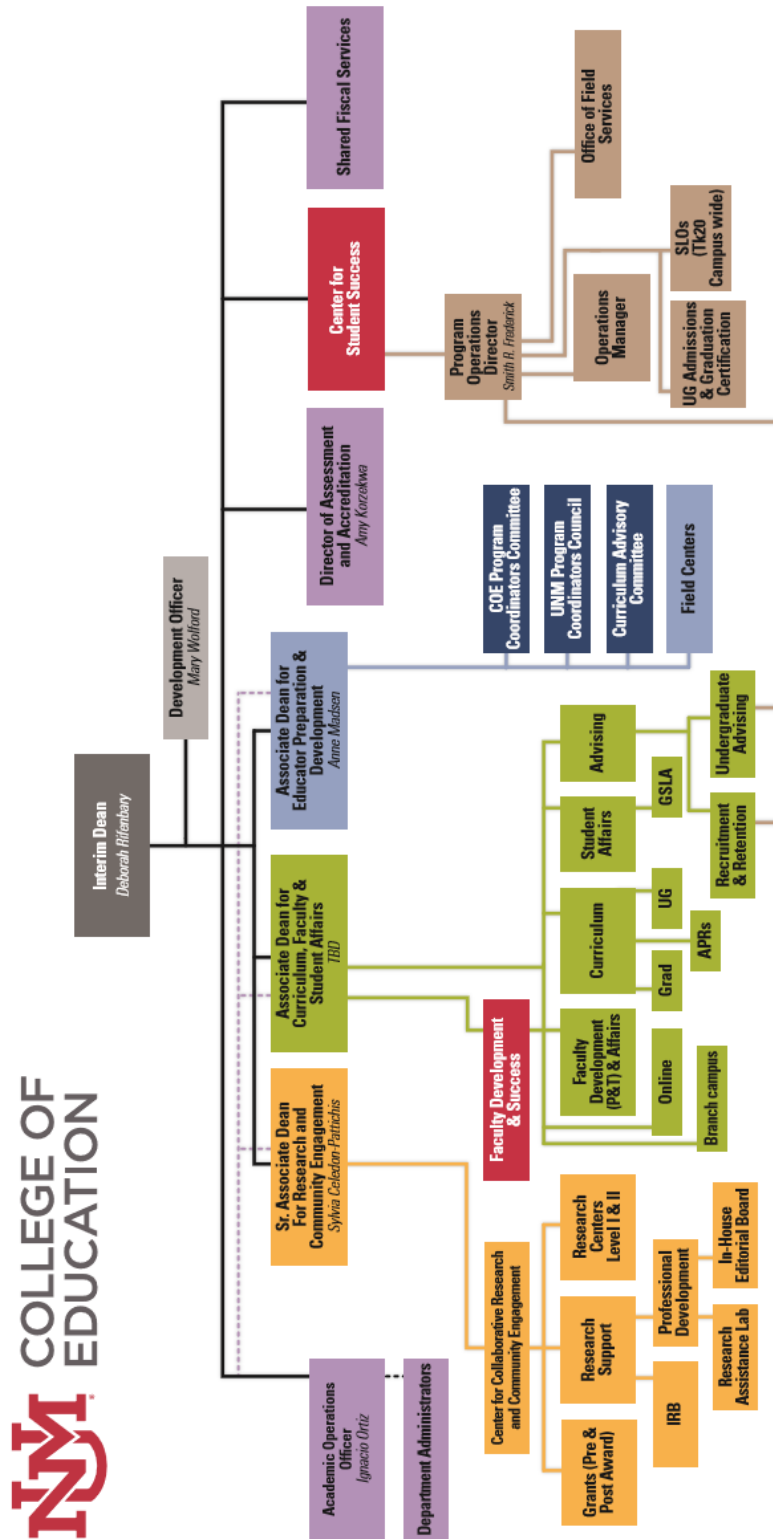


*Recruiting exceptional leaders  
for mission-driven organizations*

Lindsay Gold, Brett Barbour, and Kim Newin  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900  
Fax: 415.655.4905

*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.*

Appendix I: Organizational Charts



July 2019

October 2019

