



Opportunity and Challenge Profile

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

The University of New Mexico (UNM), the state's flagship institution, seeks an experienced, visionary, and creative leader to serve as the next Dean of the College of Fine Arts (CFA). The Dean will join a vibrant art community and a highly talented and diverse group of faculty, staff, and students that are inspiring and engaging the broader University, New Mexico, and the world with art, music, film, theater, dance, visual arts and the intersection of these and other disciplines. 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 both new and established leaders are focused on a set of ambitious goals for UNM that will both recognize the impact that the University already has and set it on a course for even greater achievement. This Dean will have the opportunity to work closely with these individuals and the CFA community to lead the College in actualizing its vision, mission, and goals, continue the College's trajectory as an interdisciplinary fine arts college for the 21st century positioned within a culturally rich and amazingly diverse state, and be an advocate for the College in the future of UNM and beyond.

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, 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.

The Arts are an essential element of New Mexico's identity and the CFA serves a critical role in driving the state's economy by training its future creative forces. One in every 10 jobs in New Mexico is in arts and culture industries. Set in a rich and vibrant Albuquerque community with its own distinct identity, the College of Fine Arts is nationally and internationally renowned for its faculty, its focus on the intersection between art and civic engagement, and its commitment to fostering an academic environment where creativity and intellectual discourses can flourish. The College encourages its faculty to maintain high quality and standards with their rigorous and innovative artistic practices, and prepares its students to graduate with broader exposure to contemporary scholarship coupled with hands-on experience. It boasts a uniquely regional Pueblo Pottery area; a new Art and Ecology studio program; a Printmaking program with opportunities for students to collaborate with the Tamarind Institute, and it takes pride in being the only institution in the world with a Flamenco Dance concentration for students majoring in Dance. According to *U.S. News and World Report*, the CFA is ranked fifth for its Photography program and 48th in the top MFA studio programs in the country. The *National Endowment for the Arts* ranks the state of New Mexico first for fine artists, third for actors, and 15th for musicians.

There is great potential for the CFA to have an even larger impact and the next Dean should be a forward-looking leader who will think big and be the public face of the College of Fine Arts, motivating faculty, staff, and students to constantly innovate and capitalize on the tremendous opportunity at the University, in the State, and beyond.

The Dean will work collaboratively with the Provost, President, Vice Presidents, fellow Deans and other senior leaders, students, staff, faculty, alumni, and the community to help the College achieve further distinction by addressing the following key opportunities and challenges:

- Craft a long-term growth strategy and vision for the College of Fine Arts
- Garner the resources necessary to sustain and advance a world-class art school
- Foster an inclusive, equitable, and supportive environment for all faculty, staff, and students
- Expand the interdisciplinary collaborations within the College and across UNM to evolve the curriculum
- Champion and extend the impact of the College of Fine Arts within UNM and beyond

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.

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. 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 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 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. 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, 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 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, Management, 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 Professor. 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 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 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 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 some new incentive-based budget models. While we 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 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. 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 Airforce 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 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 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, a UNM entrepreneurship hub that hosts the 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 also provides a culturally appropriate housing facility leased to the Navajo Nation to provide residence for UNM students from the Navajo Nation.

About the College of Fine Arts

The College of Fine Arts serves as an arts anchor to the Albuquerque community and beyond and is distinctive in its interdisciplinary arts curricular offerings. The College’s presence in a historically recognized arts center attracts a rich diversity of world-renowned artist-faculty who work, teach, make, write about, and perform art at the highest levels. The College provides a comprehensive education in both the visual and the performing arts, with artistic practices and traditions both unique to the cultures of

the region and exemplary of the best contemporary work, through its four academic departments: Art, Music, Theatre & Dance, and Film & Digital Arts.

The CFA currently has an enrollment of approximately 1020 undergraduate students and 165 graduate students. The College has 150 full-time faculty, 78 part-time faculty; 67 support staff, which form an extraordinary teaching and learning community bonded by their pride for and commitment to the CFA. The College offers 19 undergraduate and eight graduate degree programs, including one Ph.D. and seven master's programs. In the fall semester of 2017, the College launched the Bachelor of Arts in Interdisciplinary Arts (BAIA). The BAIA program allows students to specialize in uniquely combined fields of study, such as physical therapy and dance, or film production and music. As part of their professional development, the BAIA offers internships to budding artists, placing them with organizations that will cultivate the skills students want to develop. Internships are also a key component of the CFA's minor in Arts Leadership + Business (ALB), offered at both the graduate and undergraduate level for students interested in emerging professional practices in a variety of creative industry fields. To encourage connection with the international arts community, CFA creates a study abroad fund called *CFA and the World* for its students.

Arts and culture are central to the history and identity of New Mexico, and the creative economy is also a major economic driver in the state. As a dynamic visual and performing arts center for the vibrant arts community of Albuquerque, the College proudly presents over 300 public performances, exhibitions, installations, and art lectures annually. Students also take their work from classes, internships, and capstone projects into the community and enrich the cultural and artistic life in New Mexico. Roughly 80% of arts organizations in New Mexico employ CFA faculty or alumni and nearly two-thirds of CFA graduates secure jobs before or within four months of graduation. CFA students graduate with not only a refined skillset, but also critical thinking abilities, communication skills, and expanded creativity, which makes them highly attractive to a wide array of businesses, organizations, and fields.

Arts

Established in the 1928-1929 academic year with four instructors in sculpture, Native American art, commercial and advertising art, and landscape painting, the Department of Art has grown to a large department with 10 areas of focus in Studio Art, Art History, and Art Education. Deeply committed to interdisciplinary contemporary arts, the Department recognizes the advantages that are gained through the integration of these disciplines and through broader association with other disciplines and research units across UNM. The Department offers six degrees including a BA in Studio Art, BFA and MFA in Art Studio, MA and PhD in Art History, MA and Post-bac in Art Education. The Department's graduate program offers seven different areas of concentration: painting and drawing, photography, ceramics, sculpture, printmaking, experimental art and technology, art and ecology, art history, and art education. All four of the art galleries in the department are run by graduate students to keep them immersed in the field of art, while also developing their logistical competencies through real world know-how.

Having just celebrated its 90th anniversary, the Department has much to be proud of with national and international rankings in Photography (ranked fifth nationally in *U.S. News and World Report*), an annual Frederick Hammersley Visiting Artist Program, Gale Memorial Lecture series, the innovative Land Arts of the American West in art and ecology, and exciting events and exhibitions, activities that enrich the education of those who will be the creators, historians, and teachers of the Arts.

The John Sommers Gallery is the main exhibition space for the Department of Art's creative students and faculty. The gallery has two rooms totaling approximately 1000 square feet and serves as the space for a rotating program showcasing student artwork.

The Masley Art Gallery, another venue, features exhibitions to provide knowledge, experiences, and service to the university community regarding contemporary topics in art and art education.

For more information, visit: <http://art.unm.edu/>

Music

Offering 3 bachelor's degrees (BA, BM, and BME), two minors, and one master's degree with a wide range of concentrations including: collaborative piano, music education, performance, conducting, string pedagogy, musicology, theory & composition, and woodwinds, the Department of Music provides students with a dynamic educational environment and many opportunities to explore and expand their artistic horizons. The Department aims to provide the highest quality musical education in order to make a substantial contribution to the cultural life of its region and the world by reinforcing the integral value of music in society. As the only music program in New Mexico to have dedicated performance faculty-artists to teach every instrument or voice, the Department of Music strives to develop the complete musician, one who is not solely interested in their primary instrument, but one who engages the world around them with and through their music.

Located in the Center for the Arts, Keller Hall is the recital home of the Department of Music. Keller Hall seats 284 people, and includes an orchestra pit, green room, conjunct recording facilities, and a 1967 Holtkamp organ. The Holtkamp contains 2,741 pipes, 3 keyboards, and 51 ranks, making it one of the largest organs in the state of New Mexico. Keller Hall is the venue for over 170 faculty, guest artist, ensemble and student recitals each year. It was originally known as the Fine Arts Recital Hall, but was renamed in April, 1971, for the late Dr. Walter Keller, former music faculty member and head of the piano area.

For more information, visit: <https://finearts.unm.edu/academics/departments/music/>

Theatre and Dance

The Department of Theatre and Dance endeavors to connect theory and practice with a dynamic liberal arts education and rigorous training in the fields of dance, theatre, design and technology for performance, and dramatic writing. The Department promotes healthy physical practices in dance, encourages artistic exploration that can successfully encompass interdisciplinary and multidisciplinary approaches to performance, cultivates critical thinking and analysis, and helps students develop multicultural academic and artistic perspectives. It serves the community through high quality performance events that showcase student and faculty artistic work and serve as a laboratory for applying skills learned in the classroom and studio. In addition, the Theatre program also supports Tricklock Company's international theatre festival, Revolutions, which brings prominent artists to Albuquerque for three weeks each year providing students with access to global performance. The Department offers five bachelor's degrees, six minors, and three master's degrees, and takes pride in being the only institution in the world to provide a dance concentration in Flamenco.

Rodey Theatre is a 400 seat convertible proscenium/thrust theatre designed by famed theatre consultant George Izenour. In addition to the hydraulic system for changing the theatre configuration, the design includes the first tension wire light grid, which has been copied in many theatres.

The X – Experimental Theatre is a 40' x 60' "black box" flexible space with a 19' high tension wire grid and a 12' high catwalk gallery on three sides. The theatre can seat 100 + depending on the configuration. Similar to Rodey Theatre, The X provides cutting edge performance and opportunities for exploration and

collaborations across disciplines. It is fully equipped with professional lighting and sound equipment to provide performers and audience with the best artistic and creative environment possible.

For more information, visit: <https://finearts.unm.edu/academics/departments/theatre-dance/>

Film & Digital Arts

Dedicated to the study and practice of film and video as art, the Department of Film & Digital Arts prepares students with the necessary skills to succeed as a moviemaker, screenwriter, video game designer, film historian, visual studies theorist, or experimental arts practitioner. The Department features state-of-the-art facilities tailored to high end learning and modern film production techniques, including Mesa Del Sol, CERIA, Robert Hartung Hall, and ARTS Lab. Their curriculum reaches far beyond the traditional film school to provide students with training in a variety of cutting-edge digital techniques such as game development, computer animation, VFX, and virtual reality cinema. Alumni enjoy success at renowned institutions such as Lucasfilm, Industrial Light and Magic (ILM) and Telltale Games. Many are instrumental in the growth of New Mexico's thriving film industry, home of Breaking Bad, Better Call Saul, and Preacher.

In Fall 2019, the School of Engineering and the College of Fine Arts have begun collaborating on a Bachelor of Arts in film and digital arts degree program where students can earn a concentration in gaming and animation with a minor in computer science. When artists combine their skills with coding, that opens up a whole new world of career possibilities, from animators at Disney-Pixar to sound engineers to virtual reality to 3D printing.

For more information, visit: <https://finearts.unm.edu/academics/departments/film-and-digital-arts/>

The UNM Art Museum

Founded in 1963 as a teaching museum, the UNM Art Museum and its collections have grown exponentially over the years reflecting the university's unique location, the museum's status as a resource, and the interests of its supporters.

The Museum's collection includes painting, photography, prints, and sculpture with particular strengths in American prints and works by the Transcendental Painting Group. It also houses the estate collection of Raymond Jonson and Clinton Adams and is the archive for the Tamarind Lithography Workshop (1960-1970) and the Tamarind Institute (1970-present). Begun by Van Deren Coke and enhanced by Beaumont Newhall, the vast works on paper collection includes over 10,000 photographs and early cased objects, more than 10,000 prints, which date from the Nuremberg Chronicle (1493) to the present day, and nearly 1,500 drawings.

Tamarind Institute

Tamarind Institute is an internationally known dynamic center for fine-art lithography that, since its founding in 1960, and has made significant contributions to the art of the print in the United States and abroad. Tamarind offers highly focused educational and research programs, as well as opportunities for artists to create lithographs in collaboration with master printers. The public is invited to visit Tamarind's beautiful gallery space. The gallery hosts a range of exhibitions, most of which are focused on the fine art of lithography.

CFA Downtown Studio

The CFA Downtown Studio is an exhibition and event space that provides a professional public platform for students within the College of Fine Arts. In addition to being a unique off-campus site to showcase current student art, the CFA Downtown Studio frequently works with emerging local artists, collectives, curators, art historians and musicians on special exhibitions, artist lectures, music concerts and experimental sound performances.

As part of the CFA Downtowns Studio's commitment to fully participate in and with the downtown and greater Albuquerque community, a high school outreach effort has also been established to invite students to artist talks, exhibition tours and workshops. The City of Albuquerque is the owner of the space and is generously leasing it under agreement.

ARTS Lab

ARTS Lab is an award-winning interdisciplinary center for emerging media with an emphasis on immersive and interactive media. The Art, Research, Technology & Science Lab supports education, research, production and presentation for the College of Fine Arts, as well as other colleges, and the greater community. In addition, the CFA is invested in raising awareness of the creative technology field and experimental art and technology as an art medium.

CFA Current Context

The College of Fine Arts is spread out among 14 buildings, including Keller Hall, Rodey Theatre/ The X, Downtown Studio, John Sommers Gallery, Masley Gallery, and the ARTS Lab. A current priority for the University and the College is getting most of the academic programs under one roof and upgrading the facility infrastructure, including installing new technology equipment that would support a high-quality teaching and learning environment for the CFA community. The College is currently waiting on state approval for a \$45 million budget proposal, with \$35 million going towards a new building and another \$10 towards remodeling existing buildings. With this increased focus from both the state and the University, the College of Fine Arts has an unparalleled platform to propel forward new initiatives.

With New Mexico offering attractive incentives and Albuquerque being ranked as a "hotspot" for filmmakers to work and live, Netflix recently chose the city to be its only major U.S. production hub, which is expected to bring in 1,000 jobs annually. Following suit soon after, NBC Universal pledged to spend \$500 million in film and TV production in Albuquerque in the next 10 years, starting with building a new production studio in the city. In anticipation of more high-paying production jobs, the Albuquerque Film Office has met with UNM to discuss ways to funnel CFA graduates into the film industry upon graduation. This burgeoning industry presents excellent opportunities not only for CFA students, but also for the College to develop strategic programming and partnerships. With Film & Digital Arts among the fastest-growing departments at UNM, the next Dean will continue supporting this talent pipeline, including building more advanced training programs that focus specifically on film production.

Mirroring the University trend, the CFA has experienced a decrease in enrollment both at the undergraduate and the graduate level, which affects its state funding and puts the College at a disadvantage financially within the University. UNM has been addressing these enrollment changes in a variety of ways and there is room for the next Dean to collaborate with the Enrollment Management Division on a more targeted recruitment strategy directed at both potential undergraduate and graduate students.

Role of the Dean

The Dean of CFA is a key member of the University of New Mexico's senior leadership team and reports directly to the Provost and Executive Vice President for Academic Affairs. The Dean is the chief academic and administrative officer of the College and 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 CFA on all university matters and will work collaboratively across the university 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 close to \$900 thousand, not including research funding.

The Dean's direct reports include: the Associate Dean of Faculty and Research, Senior Operations Manager, and Administrative Assistant to the Dean.

Key Opportunities and Challenges for the Dean of the College of Fine Arts

The Dean of the College of Fine Arts will provide vital leadership for continuing the College's trajectory as an interdisciplinary fine arts college for the 21st century. In doing so, the Dean will be expected to address the following opportunities and challenges:

Craft a long-term growth strategy and vision for the College of Fine Arts

Building upon the College of Fine Art's success, the next Dean will shepherd the College into the next decade of sustainable development and excellence and raise both its regional and national visibility. Working in tandem with senior leadership, faculty, staff, and students, as well as community stakeholders, the Dean will craft a new vision for the College – one that encompasses its position as a robust talent provider for the state of New Mexico and envisions the resources the College needs to achieve its mission and ambition.

While honoring the College's legacy, the Dean will energize the community around a new vision for the College's future. In consulting with the community, the new Dean will design the transformation and evolution of the College, particularly regarding the current pedagogy and program offerings in consideration of new technology and inter-disciplinary ways of creating art in all its forms.

Garner the resources necessary to sustain and advance a world-class art school

A well-connected, resourceful, and enthusiastic fundraiser, the new Dean must understand the public university budget constraints and initiate new ways to engage donors and steward more gifts to the College. By garnering external support, and working with university leadership as well as the soon to be formed union, ideally, the Dean will be able to offer more competitive compensation packages and other incentives to attract top talent for graduate programs, faculty, and staff positions.

Possessing strong financial management skills and expertise in resource allocation, the Dean will be able to streamline and consolidate immaterial programs. In anticipation of the new physical infrastructure projects, the Dean will shepherd the projects from the planning process to completion by actively

fundraising as well as ensuring that the new building and other renovations will fit with the evolving needs of all the departments in the College and serve the College well into the future.

Foster an inclusive, equitable, and supportive environment for all faculty, staff, and students

As a majority minority-serving institution, UNM actively supports the needs of its diverse community. The next Dean of the College of Fine Arts will ensure that diversity, inclusion, and equity are at the forefront of all change efforts and embedded in the academic and administrative activities of the College. The Dean will lead inclusively and model open communication to continue to build a vibrant, strong, and healthy culture where all community members feel heard and valued.

As with many fine arts education institutions around the country, there is a historical issue of compensation inequities within the College of Fine Arts. UNM has taken some steps to advocate for compensation evaluation at the state level to ensure faculty receive competitive salaries and comparable pay for comparable work. Representing the College internally, the Dean will seek to address the issue of pay inequity among staff and faculty with central administration. At the heart of the CFA's legacy is the commitment of its faculty and staff. In order to retain top talent, the Dean will support faculty in balancing a sustainable teaching course load, research, scholarship, and performance, and service contributions. The Dean will also invest in the recruitment, retention, and professional development of staff as critical and important members of the CFA community. .

Expand the interdisciplinary collaborations within the College and across UNM to evolve the curriculum

In today's intersectional, mixed-media landscape, it is essential to develop professional artists with a broad scope of interests and abilities. As the nature of the arts is rapidly changing, the College of Fine Arts is changing right along with it. For example, the Department of Cinematic Arts was recently renamed the Department of Film and Digital Arts with an updated curriculum to better align with the burgeoning film and television industry in New Mexico. Experimental Art and Technology was instrumental in establishing student internships with Santa Fe based Meow Wolf for students in CFA and School of Engineering. To attract more undergraduate and graduate students and prepare them for an ever-changing global culture, the Dean must examine demographic realities, regional competitors, and disciplinary trends in order to strengthen, establish, and revise academic programs.

In addition, the Dean will create structures to encourage and incentivize inter-departmental collaboration as well as joint efforts with other units across the university, with a keen eye towards modernizing and incorporating the rich cultures of the different New Mexico communities into the curriculum.

Champion and extend the impact of the College of Fine Arts within UNM and beyond

The CFA plays a vital role in the state's economic climate. Yet, as the value of a fine arts degree is often overlooked and underestimated, the national enrollment trend in these disciplines continues to decline. As the chief spokesperson and ambassador for the College, the Dean will tell the compelling story of the CFA's strengths and potential to its alumni, Albuquerque community leaders, the state legislators, and other supporters as well as broadly across the University.

Furthermore, the Dean will have an excellent opportunity to embed themselves into the local business community and cultivate and create more strategic partnerships for the College. The Dean will be seen as a champion of the arts broadly and CFA specifically. The Dean will look for opportunities to extend the impact of CFA. As one example, with Netflix and NBC Universal choosing Albuquerque to be the home base for major movie productions, the next Dean will have the opportunity to position the CFA as the key

creative talent provider for the state and nation. In response to the enrollment decline, the Dean will partner with university recruiters to create a targeted outreach strategy for out-of-state students and articulate clearly the value and versatility of a fine arts education.

Qualifications and Characteristics

The successful candidate will be an experienced academic and administrative leader with a high level of energy, enthusiasm, drive, and determination necessary to achieve ambitious goals. While no single candidate will meet all the ideal qualifications, the committee seeks candidates with the following professional qualifications, skills, experiences, and personal qualities:

- A terminal degree in their field and demonstrated success in teaching, scholarly and/or creative achievements that can command the respect of a highly diverse and active community of artists, professionals, and scholars;
- A record of successful administrative experience and achievement as well as an understanding of the nuances of fine arts research and scholarly work at a Research-1 university;
- A demonstrated commitment to diversity, equity, inclusion, and student success, as well as working with broadly diverse communities;
- Proven ability to facilitate and mentor faculty in their scholarly and professional work;
- Knowledge about managing complex budgets and allocating resources with a high level of transparency and fairness;
- Experience driving recruitment and enrollment efforts;
- Ability to listen to, facilitate conversation between, and forge collegial relationships with various constituencies;
- Demonstrated success in generating support for art, including fundraising, within the broader community and the academic setting;
- Demonstrated ability to provide civic leadership and to successfully work with professionals in industry and academic, community, and governmental organizations;
- A record as a progressive and creative thinker with the ability to make clear informed decisions;
- A record that shows a meaningful commitment to and demonstrated accomplishment in issues around inclusiveness, equity, and diversity.

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/>.

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/7238. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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