



## **Opportunity and Challenge Profile**

*Search for the Dean, School of Law  
University of New Mexico  
Albuquerque, New Mexico*

The University of New Mexico (UNM) seeks a visionary and student-centered leader for the position of Dean of the School of Law. As the only law school in New Mexico, the UNM School of Law has a tremendous impact on the state and beyond, training future lawyers, judges, lawmakers, representatives, governors, secretaries, and other contributors to the legal landscape. In addition to heading the academic institution that has shaped the legal community in New Mexico for 75 years, in accordance with the New Mexico State Constitution, the Dean has the uncommon and crucial responsibility of chairing the Judicial Nominating Commissions for state appellate and district courts as well as the Bernalillo County Metropolitan Court.

As the state's flagship institution, UNM provides an education to nearly 26,000 enrolled students, more than 80 percent of whom are New Mexico residents. UNM is one of only a handful of Hispanic-Serving Institutions with a Carnegie Classification of Doctoral University – Very High Research Activity (R1). UNM aspires to be a model for how a university can fulfill its missions of academic excellence, research, service, patient care, student success, and access given the changing demographics of the United States. The institution plays a critical role in educating New Mexico's residents and driving its economy. UNM's impact is delivered through research 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 two medical centers. UNM is a place where cutting-edge research and creative endeavors flourish. Its research generates new knowledge, injects hundreds of millions of dollars into New Mexico's economy, funds advances in healthcare, and provides students with intellectual challenges as well as valuable hands-on training in state-of-the-art laboratories, libraries, courtrooms, and studios. About 58% of UNM alumni remain in the state and provide valuable contributions to the State's intellectual life, economy, cultural community, legal and educational systems, healthcare industry and every aspect of life in New Mexico.

In keeping with UNM's aspirations, the UNM School of Law offers a distinctly student-centric approach to one of the most diverse student bodies of any law school in the country. The school offers enormous value through competitive tuition rates, one of the lowest student-to-faculty ratios in the country (six-to-one), and abundant opportunities for practical experience through a clinical law program ranked 9<sup>th</sup> by *US News & World Report*. With the only appellate court located on a law school campus, the Albuquerque office of the New Mexico Court of Appeals offers unique opportunities and access for students. While the UNM School of Law trains excellent lawyers across all practice areas, many students take advantage of particularly highly regarded programs in areas of social impact, including Indian Law and Natural Resources & Environmental Law.

The new Dean will be tasked with uniting the school under a common vision, articulating the value and fundamental importance of the School of Law across the state, strengthening engagement between faculty/administration and the legal community, creating partnerships across UNM and with other institutions in the State, and propelling the School of Law to even greater heights in its vital mission of

serving students and the state of New Mexico. In doing so, the Dean will address the following key opportunities and challenges:

- Unify the School around a cohesive strategic vision that centers on inclusion and fosters a robust, collaborative community;
- Enhance academic excellence by stewarding and increasing the resources of the School of Law;
- Reinvigorate the focus of the School of Law on the success of students in the legal profession;
- Propel the visibility and impact of the School of Law locally, regionally, and nationally; and
- Continue to lead the School of Law as a model of access and support for students from historically marginalized backgrounds.

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. This profile provides background information and details the key opportunities and challenges related to the position. All applications, inquiries, and nominations are confidential and 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 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 enrolls over 22,000 students on the Albuquerque Campus and over 5,000 at the branch campuses in Gallup, Los Alamos, Taos, and Valencia and serves as one of the state's largest employers and the largest producer of skilled labor. The 2020 edition of the *U.S. News & World Report* ranks UNM as 62nd in top performers on social mobility, and 102<sup>nd</sup> overall among public institutions in the nation. The Albuquerque 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.

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**

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.

### **Current Context**

The next Dean will join the University at a time of fresh leadership maturing in their roles and a renewed sense of energy and enthusiasm for the future. Over the past few years, in addition to President Garnett S. Stokes and Provost and Executive Vice President James P. Holloway, UNM has welcomed new leaders in Finance and Administration, Equity and Inclusion, Enrollment Management, the UNM Foundation, Athletics, Health Sciences, academic Deans, 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.

This is also an exciting time to work in New Mexico as there are many opportunities for partnerships and impact. In recent years, the state has made expansion of an already strong film and television industry a priority and Netflix has invested heavily in the State. 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). More recently, New Mexico is also a key player in the commercial space travel industry. The University also operates Innovate-ABQ ([www.innovateabq.com](http://www.innovateabq.com)), a premier downtown innovation district for researchers, investors, and entrepreneurs providing a one-stop-shop approach for companies, entrepreneurs, and investors seeking to launch new technology ventures and create new business opportunities.

UNM has a decades-long deep and abiding commitment to make education accessible and affordable to 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.

Not unlike other institutions, UNM has experienced declining enrollment numbers over the last few years. The largest declines were seen among new first year students and transfer students from New Mexico high schools. However, with new leadership in enrollment management, fall 2020 first year enrollment was up 7.5% and graduate enrollment was up 20%, a strong result that is counter to the national enrollment downturn during the COVID-19 pandemic.

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 recent negotiations have resulted in new collective bargaining agreements.

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, UNM-2040 to look toward the future. The UNM-2040 process launched in Spring 2021 and will continue into the fall, with a plan expected to be released in early 2022.

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. More information on the campaign can be found at <https://www.unmfund.org/>. Planning is underway for a new comprehensive campaign, and the Provost has recently sponsored fundraising training for deans.

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 Responsibility Center Management model, the Provost and SVP are moving towards providing schools and colleges with incentives for growth and innovation. Under the current 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 in the last fiscal 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 operates under a state budget allocation model for higher education institutions that includes the number and type of degrees awarded, workforce development measures, and mission differentiation among the many higher education institutions in the state. Therefore, UNM gives attention to admission procedures, 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 recently introduced the “New Mexico Opportunity Scholarship,” which, together with the existing Lottery Scholarship fully covers tuition and fees for all in-state residents, regardless of family income, subject to eligibility criteria. The program is intended to help recruit and retain an estimated 55,000 New Mexico students each year, and recently received an additional \$11 million in funding. The Opportunity Scholarship program is designed as a last-dollar in program, and is among the most comprehensive and generous free tuition plans in the U.S.

The University recently took over management of 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 was previously governed by an independent Board of Directors. A new master plan for the 7-acre site is being developed, and first tenants in biomedical startups will make use of wetlab space that is being developed. Innovate ABQ already houses UNM Rainforest Innovations, UNM's technology transfer and business venture creation wing. Innovate ABQ will support companies, entrepreneurs, and investors seeking to evaluate new technology and create new business opportunities more broadly. The mission will be achieved by commercializing new technologies developed at New Mexico's research universities, by public/private partnerships 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.

### **About the School of Law**

The mission of the University of New Mexico School of Law is to educate and train students to become excellent lawyers and community members who will enrich and serve local, state, tribal, national, and international communities. The school maintains a long tradition of opening access to the profession. The School is located on UNM's North Campus and is next door to the New Mexico Court of Appeals, which has a special viewing room designated specifically for UNM Law students. The School prides itself on being a small school that provides big impact. Currently ranked #102 on the *U.S. News and World Report* "Best Law Schools" list, UNM Law also holds the ranking of #9 in Clinical Training in the same publication. According to *preLaw Magazine*, the school is considered to be among the best law schools for Environmental Law and Tax Law, and to be among the best law schools for Native American students, Hispanic/Latin students, and older students. The school is accredited by the American Bar Association and is a charter member of the Association of American Law Schools.

UNM Law has a total enrollment of approximately 300 students, almost all of them in the full time Juris Doctorate (JD) Program. Degree programs offered by the school include the JD, the Master of Studies in Law (MSL) Program, as well as a Dual Degree Program offering a combined degree experience with the JD and either a Masters or PhD in other academic fields. These combined programs include a Master of Arts in Accounting, a Master of Arts in Latin American Studies, a Master of Business Administration, or a Master of Public Administration. Admission to these programs is selective. The incoming first-year class in Fall 2020 has a median LSAT score of 155. The student body is uniquely diverse, with the incoming class of Fall 2020 being comprised of 51% women and 50% individuals from historically marginalized racial or ethnic groups. Across all years, 32% of students identify as Hispanic and 8% as American Indian or Alaska Native. Most students are New Mexico residents, and their undergraduate backgrounds represent a mix of public and private colleges throughout the country. Students have access to 25 student organizations and three student journals, as well as the UNM Law Semester in DC and the Madrid Summer Law Institute.

In addition to competitive tuition, UNM Law offers a range of need-based and merit-based scholarships to its students along with many other forms of financial aid. These include more than 50 named scholarships and several that are offered to students who identify as African American, American Indian, or Hispanic. This past year, more than 90% of UNM Law students received funding in the form of fellowships, need-based aid, scholarships, and student loans.

The faculty at UNM includes 39 full-time faculty members and 59 part-time faculty. 49% of faculty are women and 37% identify as coming from an underrepresented group. The JD program focuses on practical lawyering in a small, intimate learning environment. Unique to the UNM School of Law is the first-year Lab course, taught by full-time professors in conjunction with adjunct faculty who are practicing lawyers, thereby enriching doctrinal courses with in-depth experiential learning opportunities. In addition, the UNM School of Law was one of the first in the country to create a mandatory clinic which allows students to represent actual clients under the supervision of faculty through one of five clinical sections: Community Lawyering Clinic, Child and Family Justice Clinic, Economic Justice Clinic, Natural Resources and Environmental Law Clinic, or Southwest Indian Law Clinic. Reflecting UNM's commitment to clinical education, students in the clinical program are supervised by a unified faculty of tenured or tenure-track professors who may rotate between the clinic and the classroom to enhance student learning in both contexts. This experiential learning is augmented by externships and "in practice" courses.

In addition, the UNM School of Law offers two certificate programs, which include overlapping areas that often enable students to receive a certificate in both:

- **The Law and Indigenous Peoples Program** offers the Indian Law Certificate, Southwest Indian Law Clinic, Tribal Law Journal, and the Native American Law Students Association in addition to a broad range of coursework. This program has been a priority since the 1960s, when school leaders recognized the significance of Indian sovereignty. In 1967, UNM became the first law school in the country to initiate an effort to increase the number of American Indians and Alaskan Natives in the legal profession. The school was a pioneer in incorporating Indian Law into the curriculum and, through the law school's efforts, New Mexico was the first state to include Indian Law as a subject on the bar examination. To learn more about this program, [click here](#).
- **The Natural Resources and Environmental Law Program** strives to prepare students to be leaders who will participate in the key decisions that affect the environment. The School of Law's strong tradition in this area goes back to the 1970s, when certificates were first awarded. In addition to a diverse array of relevant courses, students have access to *The Natural Resources Journal*, a student-run publication that is the oldest US law review in the field of natural resources and environmental law, externships across the state and beyond, The Environmental Law Society, an active student organization, and the Utton Transboundary Resources Center. With new faculty, course offerings, and clinical opportunities, UNM's national ranking in Environmental Law has risen substantially in the last five years according to *U.S. News & World Report*, an [upward trajectory](#) expected to continue. To learn more about this program, [click here](#).

For the class of 2018, the 10-month unemployment rate was under 9% and, in the last three test dates, UNM 1<sup>st</sup> timers passed the bar at a rate of 82%-86%. Alumni engage with the school through the robust Alumni Association and its many chapters, including in New Mexico and in Washington, DC, and the Law Alumni/ae Association Board of Directors maintains and strengthens the relationship between the school, its students, its alumni, and the greater legal community in addition to engaging in fundraising. Notable alumni include numerous state and federal judges, state and US representatives, state and US senators, as well as Thomas Mabry and Michelle Lujan Grisham, both governors of New Mexico, John Echohawk, founder of the Native American Rights Fund, and Deb Haaland, one of the first two Native American women elected to Congress and currently the first Native American Cabinet secretary in her role as the 54<sup>th</sup> United States Secretary of the Interior.

In addition, the UNM Law School offers the following programs, centers, and institutes:

- **The American Indian Law Center, Inc. (AILC)** is the oldest existing Indian-managed and Indian-operated legal and public policy organization in the country serving to strengthen, promote, and honor self-sustaining American Indian and Alaska Native communities through education, training, and leadership. AILC's mission is to provide training and technical assistance to tribes, tribal organizations, and tribal courts, legal and policy analysis on various issues important to tribal governments, and preparatory legal education to individuals. To learn more about this center, [click here](#).
- **The Corinne Wolfe Center for Child & Family Justice** seeks to prepare and mobilize lawyers, in partnership with other professionals, to pursue justice and equity, and achieve health and well-being for New Mexico's most vulnerable children and families. The Center believes in attorney engagement, high quality, holistic advocacy, strengths-based advocacy and representation, shared responsibility, and equity and justice. To learn more about this center, [click here](#).
- **The Institute of Public Law (IPL)** at the University of New Mexico School of Law engages in research, analysis, teaching, training, writing and publishing to support the development of informed public policy and law. Founded in 1969 as the public service arm of the law school, the Institute provides assistance to state, local and federal government, and undertakes special projects through foundation grants. We form an important link for New Mexico's only law school with government entities and the community at large. The Institute includes the Corinne Wolfe Center for Child and Family Justice, the Judicial Education Center, and the Legal Practice and Training Center. To learn more about this institute, [click here](#).
- Officially named the **Rozier E. Sanchez Judicial Education Center of New Mexico (JEC)**, JEC was established under a federal grant from the State Justice Institute in December of 1991 to provide education and training to the judges, administrators, and other staff of the New Mexico judicial branch. In 1993, the New Mexico Legislature formally established JEC within the Institute of Public Law at the UNM School of Law and provided state funding for its operation. The mission of the Judicial Education Center (JEC) is to enhance the quality of justice by providing education, training, and resources for the professional development of the New Mexico Judicial Branch. JEC aspires to offer the highest quality judicial education, training, and resources through innovative curriculums, instructional methods, evaluations and outreach programs, with the purpose of increasing the knowledge and skills of judges and court staff to best serve the people of New Mexico. To learn more about this center, [click here](#).
- **The Legal Practice and Training Center** is the arm of the Institute of Public Law that provides services and expertise in civics education, continuing legal education, and student training, ranging from externships to paid positions. To learn more about this center, [click here](#).
- **The Albuquerque office of the New Mexico Court of Appeals** is the only appellate court in the country that is located on a law school campus. As a result, the Court and the UNM School of Law enjoy a unique, mutually beneficial relationship. The Court's judges accept externs from the law school in order to allow students to experience the process of appellate decision-making, and students earn credit in connection with these externships. Law students also have the opportunity for informal lunches with judges, law clerks, and staff attorneys as well as the opportunity to attend oral arguments. For more information on this partnership, [click here](#).
- **The UNM Law Library** serves and supports the UNM School of Law in educating and training students to become excellent lawyers. In addition to providing library services and information



resources to the Law School community, the library endeavors to provide services to the New Mexico legal community, the greater UNM community, faculty and students from other educational institutions, state and tribal government and court system employees, public libraries, and members of the general public. For more information on the Law Library, [click here](#).

- **The Utton Transboundary Resources Center** researches and provides information to the public about water, natural resources, and environmental issues, with a particular focus on New Mexico and the Southwest. It supports collaborative natural resource management using multidisciplinary expertise and inclusive, diverse stakeholder involvement. The Center also includes the Joe M. Stell Ombudsman Program. It offers pre-mediation education, as well as information regarding adjudications to unrepresented water rights claimants and defendants. Its primary purpose is to streamline the adjudication process by providing claimants with unbiased information about this multifaceted process. To learn more about this center, [click here](#).
- **UNM Law Study Away:** The UNM School of Law offers study away programs to enhance the student experience. The [Madrid Summer Law Institute](#) is a four-week, five-credit summer law program in Madrid, Spain. The program is open to law students, graduate students, and legal professionals from around the world. In the [UNM Law Semester in DC](#), students work 35 hours per week in an area government agency, non-profit or other approved organization under the supervision of a licensed attorney in Washington, DC.

In recent years, UNM and the Law School have faced several difficult challenges. The COVID-19 pandemic has precipitated a decline in state support for UNM, as it has for many state flagship institutions. The Law School suffered a ransomware attack in the summer of 2020 that necessitated some shifts in information technology policies and procedures. As a result of these challenges, several staff positions have been eliminated. As the state economy builds back and there is some hope of increased funding from the state, there is a need to right-size the staff with an eye to the new budget landscape. The Law School has also realized important gains in recent years including the clinical program moving back up to the top 10 according to *U.S. News and World Report* after several years below that ranking and improving academic credentials for incoming students.

### **Role of the Dean**

UNM Law has a strong shared governance culture and the success of the Dean relies upon exercising leadership within this context. The Dean will work with a wide range of internal and external stakeholders, including faculty, staff, students, and alumni, to help define the academic vision and mission of the School of Law, set the direction for academic excellence and student success, recruit, develop, and retain a highly qualified and diverse faculty and staff, and create and maintain an infrastructure that supports the mission of the School of Law. The Dean provides leadership for teaching, learning, research, clinical work, community engagement, enrollment management, strategic budgeting, assessment, fundraising, accreditation, and student success for the School of Law as well as in support of the University's larger strategic goals. The Dean represents the School of Law on all university matters and will work collaboratively across the university to fulfill the many aspirations of the school and the university. The Dean will also be the lead spokesperson for the School of Law externally, finding new ways to build authentic partnerships with the legal communities and New Mexico's highly diverse local communities. The Dean also leads the philanthropic and fundraising efforts of the school.



Reporting to the Provost, the dean oversees a senior leadership team of experienced, collegial, and highly capable professionals. Governance of the law school is vested in the faculty and its committees, which are appointed by the Dean. Students are represented as full voting members on most committees as well as at faculty meetings. In addition to the Dean, the School of Law's administration includes a Vice Dean, three Associate Deans, six senior administrators, and five directors.

The Constitution of New Mexico mandates conduction of judicial selection by the Judicial Nominating Commission, a board composed of New Mexico judges, attorneys, and citizens, chaired by the Dean of the UNM School of Law. The Commission solicits applications and interviews and recommends candidates to the Governor of New Mexico for each judicial vacancy on either of the state appellate courts, any of the 13 state district courts, and the Bernalillo County Metropolitan Court. Magistrate court vacancies are not subject to this process. While a significant responsibility of the Dean, it is also a key opportunity for the Dean to develop and maintain strong relationships with the legal community in New Mexico and act as a highly visible public face for the School of Law.

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

The incoming Dean must be passionate for the mission and values of the institution and have a 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 upon the rich cultural diversity of the state. The Dean will be well positioned to usher in a new era for the School of Law by addressing the following opportunities and challenges:

#### ***Unify the School around a cohesive strategic vision that centers on inclusion and fosters a robust, collaborative community***

The new Dean will need to be willing to be both a listener and learner to gain a firm understanding of the School of Law's history and aspirations as well as the complex multicultural tapestry of New Mexico. The Dean will build on this knowledge to unify the community around a strategic vision that inspires faculty, staff, students, alumni, community stakeholders, and university leadership around common goals, ensuring all voices are heard and considered through an inclusive process.

The Dean will leverage this unified vision to invigorate the School of Law's community, engage alumni both in building beneficial partnerships and in fundraising, and drive even more effective and successful student recruitment. The vision will need to honor the historical strengths of the School but will also seek new opportunities to capitalize on the growing and changing state economy, to ensure that the School of Law is preparing professionals who are ethical and ready to serve clients across a full spectrum of legal areas. The vision will support the needs of the state and align the School of Law's initiatives and resources with the strategic goals and forward-looking focus of the University of New Mexico.

#### ***Enhance academic excellence by stewarding and increasing the resources of the School of Law***

To ensure a sustainable future in a competitive field, the Dean will need to be an inspired leader with excellent communication skills, sharp financial acumen, and a high-level strategic perspective. The Dean will be committed to, and experienced in, creative problem-solving, collaborative decision making, finding increased efficiencies, and making improvements and investments in both personnel and physical infrastructure. The School of Law is home to a talented, multi-disciplinary team of faculty, staff, and legal professionals committed to delivering world-class legal education and support services to the student

body. The Dean will be a creative and thoughtful steward of this team of diverse, high-functioning professionals and a thoughtful and consistent communicator who will ensure all team members are properly informed and included. The Dean will need to create an operational model for the School that is inclusive and adaptable in meeting the dynamic needs of the School, provides opportunities for the development of faculty and staff, and ensures prudent management of resources. The Dean will provide a high level of transparency on the financial priorities of the School of Law while emphasizing academic excellence and a student-centered approach. This will include assessing the staffing structure and ensuring the appropriate organizational structure moving forward, ensuring the physical infrastructure is adaptive and fulfilling the needs of the School of Law, and evaluating decision-making bodies for improved effectiveness and inclusion. The Dean will also need to be a willing fundraiser and advocate for the School of Law with a vision on how to raise funds to support capital infrastructure, student success, and academic excellence. Through successful operational management, improved infrastructure, and increased resources, the Dean will lead the further development of a culture committed to innovation, student success, and enthusiasm for the future.

***Reinvigorate the focus of the School of Law on the success of students in the legal profession***

The Dean will embrace and strengthen the culture of commitment to student success, further improve student outcomes, and ensure graduates are ready for legal careers. The School of Law has always taken pains to place students squarely in the center of every decision made. The faculty and staff operate with this commitment in mind and the student body cites their professors and support staff as a primary source of positive influence and value to their education. However, students also express a desire for increased accessibility and transparency to the administrative leaders of the School of Law. The new Dean will need to balance the responsibilities of the position with actively engaging with students and fostering a culture of accessibility and transparency. This includes creating even more spaces for student mentorship and collaboration with faculty and administration and taking measures to improve morale throughout the School of Law writ large.

The Dean will also ensure that the School stays focused on graduating lawyers that are ready to practice and have the skills and knowledge to not only pass the bar but to contribute directly and immediately in their chosen career path.

***Propel the visibility and impact of the School of Law locally, regionally, and nationally***

The Dean will serve as the primary spokesperson, advisor, and advocate for the School of Law, continuing to raise its profile and impact on the broader legal community. As the only law school in New Mexico, the School of Law should not only be the premier legal education hub of the state, but also a visible center of legal education in the region and the nation. The next Dean will be a thoughtful relationship-builder who can passionately and persuasively champion the School of Law in a wide range of communities, including with state and local elected officials, tribal nations, local organizations, donors, alumni, private industry, other universities, mayors across the state, the Governor, and the Board of Regents, for the purposes of increasing both the reputation and support for the School. Engaging these external partners will be a key component to informing and building a sustainable future for the School of Law as a major player in the legal landscape and the broader economy.

It is critical that the cultural richness and distinctive contributions of the complex multicultural population of New Mexico are embraced and celebrated through these efforts. Informed by the strategic vision and needs of the School of Law, the Dean will also play an integral part in further enhancing its established

profile among national law school rankings. The Dean will ultimately be responsible for leading all efforts to enhance the reputation of the school as a modern law school to be emulated regionally and nationally.

***Continue to lead the School of Law as a model of access and support for students from historically marginalized backgrounds***

The Dean will build upon the successful track record of exemplifying, bolstering, and promoting diversity, equity, and inclusion through programmatic, educational, and accessibility means. Working with the faculty and staff, the Dean will continue to drive and develop the successes the School of Law has seen in recruitment, retention, bar passage, and employment of an incredibly diverse student body. The School of Law has much to sell itself on, but there is even more room for improvement in terms of outreach and marketing to communicate the value and supportive environment of the student experience. The Dean will continue to develop the infrastructure necessary for students from all backgrounds to thrive and graduate ready for the legal profession, ensuring programming, support services, and financial supports that are relevant, accessible, and responsive to the diverse student body of the School of Law. This may include continuing to fund scholarships, expanding professional opportunities, diversifying course catalogs, and promoting new delivery methods and more innovative and impactful practices that demonstrate inclusive support for students of historically marginalized backgrounds. The Dean must do more than simply embrace the ideals of equity and inclusion – these ideals must be centered in and drive each strategic decision made at the School of Law in order to ensure students are properly supported and the School of Law and UNM continue to be a national example of access and support.

**Qualifications and Characteristics**

A J.D. degree or equivalent degree in a law-related area and academic credentials or equivalent experience that would merit appointment as a full professor in the School of Law are required. Additionally, the next Dean will bring most, if not all, of the following professional experiences and personal qualifications to this position:

- Demonstrated capacity for inspirational leadership;
- Demonstrated commitment to diversity, equity, inclusion, and student success, as well as working with broadly diverse communities;
- Prior administrative and leadership experience, including evidence of vision and effective strategic planning and implementation;
- Proven fiscal and managerial skills, with demonstrated experience working with complex budgets; an astute understanding of university finances and the relationship between academic priorities, budgeting, and fundraising;
- Extraordinary collaboration and relationship building skills; ability to develop strategic partnerships of mutual benefit in the university, community, and industry;
- Proven ability to foster collaboration across disciplines;
- Commitment to transparency, consensus building, and shared governance;
- Strong external relations skills and the ability to be diplomatic, persuasive, authentic, sincere, and credible to a wide variety of audiences including students, faculty, alumni, donors, and prospective donors, the diverse communities of New Mexico, university administration, external funding agencies, accrediting bodies, the state legislature, and other stakeholders;
- Strong internal leadership abilities;
- Proven success in building and developing infrastructure and teams;

- A pulse on the legal and political landscape in New Mexico and the US, with an understanding of the trends and opportunities for the future of the School of Law;
- Outstanding track record of academic excellence in research, teaching, and service at the professional level;
- Strong record of support for:
  - Teaching and clinical legal education;
  - Community service;
  - Research and creative activity;
  - Academic freedom
- Experience in dealing with donor funds, and ability to contribute to and lead development efforts;
- Deep commitment to the mission of public education and a desire to make a real difference in the lives of School of Law students, and the residents of New Mexico.

## **Location**

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

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

New Mexico has one of the most diverse landscapes in the world, with a range of incredible outdoor adventures to match. The geography ranges from snow-capped 13,000 foot peaks, wildflower fields, thick forests of cottonwoods, white sand dunes, volcanoes and lava fields, and vast expanses of rangeland and desert.

Established in 1947, the UNM School of Law sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico – Pueblo, Navajo, and Apache – since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. UNM honors the land itself and those who remain stewards of this land throughout the generations and also acknowledges their committed relationship to Indigenous peoples.

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 hiking, 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/> or <https://advance.unm.edu/why-abq/>.

### **Applications, Inquiries, and Nominations**

UNM has retained Isaacson, Miller, a national executive search firm, to assist in this search. Screening of complete applications will begin immediately and continue until the position is filled; for best consideration, please apply by August 30, 2021. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/search-detail/S7-919>.



*Recruiting exceptional leaders  
for mission-driven organizations*

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*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.*