



Opportunity and Challenge Profile

The University of New Mexico Search for the Dean of the School of Architecture and Planning Albuquerque, NM

The University of New Mexico (UNM), the state's flagship institution, seeks an experienced, visionary, and creative academic leader to serve as the next Dean of the School of Architecture and Planning (SA+P). The Dean will be joining UNM at an exciting and pivotal time as President Garnett S. Stokes, Provost James Paul Holloway and a team of new and established leaders set it on a course for even greater achievement and impact. The School plays a crucial role in New Mexico: it offers the state's only professional degrees in Architecture, Landscape Architecture, and Community and Regional Planning.

UNM provides post-secondary education to nearly 33,000 students, more than 80 percent of whom are New Mexico residents. The University 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"). The student population reflects the ethnically diverse population of New Mexico and includes historically underrepresented groups, including a Hispanic student population of over 40%, some of whom are descendants of Spanish/Mexican settlers with deep roots in the region, while others are recent immigrants (primarily Mexican) from a variety of nations in Latin America, about 5% Native American students from the state's indigenous tribes; 3% Asian; 2% Black 2% multi-racial; and 1% international. The University also has a large economic impact on the state, serving as one of the state's largest employers and the largest producer of skilled labor, and operating one of the state's largest health care systems.

Located in a region with a rich history and extraordinary cultural, ecological, and economic diversity, the School has distinguished itself by developing academic programs that reflect, respond to, and are enriched by its physical and social characteristics, including its hallmark socially-conscious community engagement work. Despite being the smallest School or College on UNM's campus, the School has a tremendous amount of influence and impact on the culturally rich and amazingly diverse state. The School seeks a visionary Dean who can work closely with the School's community to leverage its many strengths in charting a new vision for the future that promotes academic excellence; celebrates and deepens its partnerships across the University, state, and beyond; celebrates the School's story and impact; fosters new revenue; helps the institution climb in prominence; and ensures an accessible, equitable, and quality education for its diverse student body that prepares them well for their professions. New Mexico's geographic diversity—its urban epicenters, suburban and rural communities, and Indigenous nations; the state's borderland status, and its proximity to Latin America—both informs the School's education and practices and presents incredible opportunities for partnership. In order to lead the School to new levels of achievement, the Dean will address the following opportunities and challenges:

- Develop a cohesive vision for the School to increase its prominence;
- Serve as a visible spokesperson for the School across the University, New Mexico, and beyond while encouraging new innovative and impactful partnerships;
- Foster student success by providing the support structure and tools necessary to be successful;
- Provide a more collaborative and supportive environment for faculty and staff; and
- Creatively steward the School's resources while cultivating and developing new revenue streams.

A list of the desired qualifications and characteristics of the Dean can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About The 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, Fine Arts, and Management. These deans will further add to a leadership team that will help UNM realize its aspirations to be recognized as a model for research universities as the U.S. becomes a majority minority nation. UNM is positioned as a leader in a new world where all research universities will move towards increased diversity of student, faculty and staff bodies while fulfilling missions of research, discovery and creation, academic excellence, student success, access, and engaged service to their local and global communities.

UNM has a decades-long deep and abiding commitment to make education accessible and affordable for both the state's urban and rural residents. The University maintains relatively low tuition and provides significant scholarship and financial aid to about 80% of undergraduate students, and 70% of graduate students, with 37.5% of students receiving Pell Grants in 2017-2018. Extending the reach of UNM across

the state and ensuring access to education will continue to be priorities for the University. UNM has the opportunity to leverage its many assets, including the branch campuses and the Health Sciences Center, to respond to these great challenges by expanding its reach.

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

UNM has a strong tradition of faculty governance as set forth in the Faculty Constitution established in 1949. The University faculty has broad powers assigned to it by the Board of Regents and the Faculty Constitution. In October, 2019, both full- and part-time faculty at UNM, not including those in the Health Sciences Center, voted to form a union affiliated with the American Federation of Teachers and the American Association of University Professors. Adjuncts and full-time faculty will have separate bargaining units, and the agreements will be negotiated over the coming months.

When President Stokes 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 they do not anticipate transitioning to a full RCM model, the Provost and SVP are moving towards providing schools and colleges with incentives for growth and innovation. With a new governor in place and an improved economy in the State of New Mexico, there is currently an enhanced focus on higher education investments, which will likely have very advantageous ripple effects on the University of New Mexico in the upcoming years. The state currently has about \$1 billion in excess revenues from the oil and gas industry this fiscal year, and expects a similar windfall next year. This may assist in the short-term, although there are many competing calls for those funds.

Improving student success has been a major focus of the University in recent years, and it is now of even greater importance as the University adapts to a new form of accountability with a budget allocation model for higher education institutions in the state. The model has shifted from “inputs” to “outputs,” by transitioning from a focus on enrollment alone to 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. In recent years, Netflix and Facebook have established offices and data centers in the Albuquerque area, thus increasing the potential for industry partnerships.

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 School of Architecture and Planning

The School is housed in George Pearl Hall, a 108,000-square-foot stunning facility designed by internationally renowned New Mexican architect Antoine Predock, and is comprised of the Departments of [Architecture](#), [Community and Regional Planning](#), and [Landscape Architecture](#). At the undergraduate level, the School currently offers two pre-professional degree programs, the Bachelor of Arts in Architecture (BAA) and the Bachelor of Arts in Environmental Planning and Design (BAEPD); 351 undergraduate majors were enrolled in Fall 2019. The School offers the state's only professional, graduate degrees in these fields: Master of Architecture (M Arch), Master of Community and Regional Planning (MCRP), and Master of Landscape Architecture (MLA), and non-professional Master of Science in Architecture; 143 graduate students were enrolled across these three programs in Fall 2019. Two certificate programs—Historic Preservation and Regionalism and Urban Innovation—provide additional options for interdisciplinary study that is directly applicable to the needs of the state and region. Professional graduate programs in the school are fully accredited by the National Architecture Accrediting Board, Landscape Architecture Accreditation Board, and Planning Accreditation Board. Historic Preservation and Regionalism is a National Council for Preservation Education member institution. The School includes 36 full- and part-time faculty members and 14 staff members.

George Pearl Hall houses the latest design and fabrication tools, including various methods of digital fabrication and other modes of making. The newest addition to Pearl Hall is a metalworking shop. As of the Fall of 2018, the School inaugurated the Antoine Predock Center for Design and Research. Recently retired, Predock chose to donate his downtown office compound to the School and it is being utilized by the Architecture Department for educational purposes and special events, starting in January 2020. Many

of his extraordinary design drawings and models will be kept in the buildings, with access available to students.

The School is well known for its connections to the region and for understanding the value of working directly on key issues of design and development in the state and region, including critical issues of sustainability and the planning/design of healthy and equitable communities. The School has a strong reputation for teaching and providing professional insight into the ways that history, culture, and the physical environment shape (and are shaped in) the region. Members of the faculty are actively involved with public agencies, NGOs, state licensing boards, and community organizations, while also participating in important professional associations.

The School of Architecture and Planning's mission is to provide an excellent educational experience that is inspired by a solid base of scholarship, research, and professional practice. The academic philosophy of the School is keyed to three primary objectives: to elevate the aesthetic, ethical, and theoretical foundations of our professionals; to understand the significance of ecological and social conditions in planning and design; and to be responsive to the culture and history of New Mexico and the region. The faculty of the School is committed to increasing public awareness of the importance of the natural and built environment and the relationship of design to societal needs and aspirations, and they have wide ranging expertise across the humanities, sciences, and design arts. The School aims to develop leaders who understand, visualize, design, and plan responsible and inclusive futures for people in a water-scarce and culturally rich region.

Students are active in several statewide and national organizations including the Student American Society of Landscape Architects (SASLA), American Institute of Architecture Students (AIAS), American Planning Association of the University of New Mexico (APA UNM), Community and Regional Planning Graduate Student Association (CRP GSA), Tau Sigma Delta National Honor Society, and the American Indian Council for Architects + Engineers (AICAE).

Students in the School have a high level of personalized attention, given the School's low student-to-teacher ratio. Students are welcome to declare a major within the School without going through a qualifying process, which is a recent change within the last two years. This change resulted in a brief increase in enrollment, but now the School has challenges around student success and retention. There are academic support structures in place within the School under the Associate Dean for Student Life, but the School will need to find new ways to support these students if undergraduate programs are to continue to remain accessible to all students. There is also the challenge that many potential, current, or former students are deciding to take courses at the local community college where tuition is lower. On the other hand, the School is developing strong articulation agreements with that community college as well as others within and outside of the state.

Research and scholarship are foundational to the work of the School of Architecture and Planning. The School is home to four centers:

- [Design and Planning Assistance Center](#) (DPAC): The mission of DPAC is to deliver design and planning services to low-income communities throughout the state of New Mexico. DPAC was founded at the School in 1969, as part of a national community design movement that linked university design programs and design practitioners with communities in need. Today, DPAC is the second oldest, continuously operating, community design center based in a public university. In its 50-year history, DPAC has completed over 1500 projects, serving hundreds of communities—large and small—in every county of New Mexico.
- [Indigenous Design and Planning Institute](#) (iD+Pi): iD+Pi was created in the Fall of 2011. Its goal is to educate and inform Indigenous design and planning by engaging faculty, students, professionals and community leaders in culturally responsive practices. Its three principal areas of

activity are academic, professional, and tribal. iD+Pi works in an interdisciplinary fashion with the three major programs in the School by providing a learning environment for students, faculty and professionals to engage.

- [Resource Center for Raza Planning](#) (RCRP): RCRP is comprised of planning researchers and policy analysts engaged in public policy issues related to growth and development in New Mexico. In addition, RCRP deals with issues such as economic development, land use, land tenure, infrastructure, transportation, water rights, water use and quality, agricultural preservation, and a multitude of other planning issues.
- [Center for Research in Advanced Fabrication and Technology](#) (CRAF+T): The School is pushing the limits of fabrication and design through academic exploration and integration in and out of the classroom. CRAF+T is available to contract and collaborate on design and fabrication projects. CRAF+T services include consultation, workshops and training, use of FabLab equipment and materials. Using various fabrication methods and techniques, the Center for Research in Advanced Fabrication and Technology is actively pursuing innovative material solutions to contemporary architectural problems.

Role of the Dean

The Dean will serve as chief academic officer and executive of the School and reports directly to the Provost/EVP. The Dean will provide leadership and is responsible for all matters relating to the administration of the School, including academic programs, personnel, budgets, alumni engagement, government and industry relations, and fundraising. The Dean is expected to be creative, collaborative, and visible—a strong advocate for both professional and academic education across all disciplines in the School. The Dean will also work closely with fellow Deans and senior leadership to find new ways to partner across the campus and beyond. It will be important that the Dean excel at convening and communicating with a broad range of audiences to foster a transparent, equitable, and inclusive culture that values all members of the School's community.

The Dean will provide critical leadership in cultivating the School's longstanding values of diversity, equity, social justice, and inclusion both inside and outside the classroom and at all levels in the School. The Dean will be expected to embrace diversity as foundational and integral to academic excellence and productive engagement with local communities. This includes actively working to recruit, mentor, and retain faculty, staff, and students from diverse cultures, backgrounds, and perspectives.

The Dean will work closely with internal and external partners to build more external connections with alumni, community and government entities, professional organizations, and industry professionals to foster additional experiential learning opportunities for students, ensure relevant and up-to-date programming to prepare students for the workforce, and encourage new revenue.

Reporting directly to the Dean are the Associate Deans for Research and Student Life; Department Chairs of Architecture, Community and Regional Planning, and Landscape Architecture; Special Assistants to the Dean for Equity and Excellence, Labs and Buildings, and Outcomes and Assessment; the Development Director; and the Academic Operations Officer. The School recently hired a Communications Director. The Dean also manages the School's operating budget of approximately \$2.5 million.

Key Opportunities and Challenges for the Dean

This Dean will be joining UNM at a time when the institution is experiencing a renewed sense of possibility and promise under new leadership with a new President, Provost/EVP, many other new members of the leadership team, and three fellow deans currently on the same search cycle. This next

Dean will be passionate for the mission and values of the institution and the desire to assist UNM on a new pathway of innovation and problem solving to better support New Mexico through academic excellence, accessibility, and service, and to build on the rich cultural diversity of the state. In order to help the School achieve its many ambitions, the Dean will address several key opportunities and challenges, detailed below:

Develop a cohesive vision for the School to increase its prominence

The School seeks a visionary leader to convene the community in charting a cohesive course for the future that honors the strengths and expertise of the disciplines and allows for even greater impact. The School is doing great work in their professions and in the community, but departments are focused on their own programming rather than tending to the whole, as they have not had the opportunity to come together for strategic planning in some time. However, they have great ambitions that include creating new and deepening impactful partnerships across the state, increasing their visibility locally, nationally, and internationally to be a more distinctive destination in their professions, better aligning academic programming with workforce needs, and increasing the prominence of the School by climbing in rankings. The Dean will work collaboratively across departments to develop a cohesive vision and an accompanying plan that will help the School realize these aspirations in ways that celebrate individual departments as well as the collective impact of the School on the state of New Mexico.

Serve as a visible spokesperson for the School across the University, New Mexico, and beyond while encouraging new innovative and impactful partnerships

The Dean will serve as a steadfast spokesperson and advocate for the School to tell the School's story—its rich history of community engaged scholarship and teaching, diverse student body, unique geographic location, and robust partnerships with the varied communities that make New Mexico unique—in a clear and compelling manner, communicating the contributions, value, and vision of the School internally and externally to increase its prominence. There is a sense among some community members that the School is “a hidden gem.” The Dean will be expected to take the time to listen to the School's community members, understand the School's strengths, and work with the newly hired communications director to tell the School's story and value proposition frequently, compellingly, and to a diverse range of audiences. The Dean will also cultivate faculty, staff, students, and alumni in broadcasting the great work of the School to expand its reach.

Working closely with faculty, staff, and students, the Dean will continue to build robust, mutually beneficial relationships in the University, local community, the state capitol, in communities across the state, and in Latin America to fulfill the mission of the School but also to attract students, facilitate research and engagement opportunities, and to aid in student job placement before and after graduation. The Dean will also be expected to skillfully engage with partners throughout the nation and world, serving as a national leader in education for the design and planning professions while also finding new ways to collaborate to advance academic excellence.

By offering the state's only professional degrees in Architecture, Landscape Architecture, and Community and Regional Planning, and by having robust partnerships with the community, the School provides an outstanding value proposition and should be the top choice for students in the state and elsewhere in the region. The Dean will work closely with the School's community to innovate for the future and raise its profile to better attract talented and diverse students and faculty from New Mexico, nationally, and around the world to further increase its prominence.

Foster student success by providing the support structure and tools necessary to be successful

While the School is known for providing a highly engaged learning environment for students, academic programming is academically rigorous, and more can be done to support all students through their timely progression to graduation, especially as the School has increased its accessibility to all UNM students. The Dean will be expected to work closely with faculty and staff to evaluate gaps in support and add additional services where necessary to encourage student persistence. This will include continuing to develop student advising, ensuring course offerings and schedules meet student needs, expanding experiential and community-engaged learning opportunities for more students to have access to such opportunities, developing relationships with employers to create new internship opportunities and pipelines to careers, and promoting best practices in teaching and learning to support the diverse student body. The Dean will also ensure students have access to the most up-to-date technology and programming for their fields, so they enter their professions prepared on day one. The School will also assist the University in efforts to grow overall enrollment through recruitment and retention efforts.

Provide a more collaborative and supportive environment for faculty and staff

In order to fulfill the School's many aspirations, the Dean will need to inspire the faculty and staff around strategic objectives by providing a supportive environment in which they can continue to thrive. The Dean will set the tone for the School early on in their tenure by establishing trust, transparency, and collegiality among the various stakeholder groups that comprise the School, encouraging a culture that is more collaborative and cohesive in fulfilling the missions of the School. It will also be important for the Dean to ensure the physical and administrative infrastructures necessary for faculty and staff to be successful in their roles. This includes maintaining state-of-the-art labs, promoting and fostering a culture of research and engagement, identifying and supporting professional development opportunities for faculty and staff, and allowing for time and space to balance teaching, research, and service. To recruit and retain talent, the Dean will commit to developing measurable initiatives for faculty and staff, particularly those from diverse backgrounds, and commit necessary resources to achieve these goals. Unifying academics and practitioners as well as full-time and part-time faculty, the Dean will strive to represent a wide range of interests under a common vision and provide the professional development and mentorship appropriate for faculty and staff to grow and advance within roles and areas of expertise, acknowledging the various pathways to success.

Creatively steward the School's resources while cultivating and developing new revenue streams

While the School has made some inroads recently around new funds, such as to fund their new building and for student scholarships, there are opportunities to put the School on better financial footing and support more creative ventures. The Dean will lead the School in pursuing a comprehensive approach to strengthening its financial position through fundraising, new programming, contract and grant revenue, and savvy budget management to fund the facilities, technology and other resources necessary to ensure the success of faculty, staff, and students. Areas of opportunity include online programming, new certificate programs, outreach to alumni, and expanding professional collaborations. It is expected that the Dean will provide a high level of transparency around financial priorities and that academic excellence will be at the forefront of decision making. In doing so, the Dean may need to have frank conversations with faculty, staff, students, and the external community around what is no longer working well and reallocate resources as necessary to fulfill new strategic objectives.

Qualifications and Characteristics

The ideal candidate will personify the mission, vision, and culture of the University of New Mexico and the School of Architecture and Planning. Strong candidates will have many of the following qualifications and personal characteristics:

- Professional and/or academic degree(s) in architecture, urban planning, urban design, sustainable environmental design, landscape design, or related fields.
- Distinguished record of excellence in teaching and in research, creative work and/or significant professional activity appropriate for appointment as a full professor with tenure at the University of New Mexico.
- A record of providing visionary and motivational leadership, and effective management of a complex organization.
- A demonstrated champion of inclusion, equity, and diversity, with a track record of implementing strategies and programs that attract and support students, faculty and staff from diverse backgrounds.
- Deep respect for and encouragement of different theories, methodologies, and bodies of work across all disciplines within the School.
- A community builder with experience supporting cohesive, synergistic and interdisciplinary communities.
- Capacity and commitment to be a successful fundraiser through building strong relationships with a broad range of constituencies and ability to represent the School to a variety of stakeholders.
- Commitment to the University's mission of teaching, research and public service.
- Demonstrated track record of fostering transparency and inclusion.
- Financial acumen and a record of fiduciary transparency and accountability.
- The ability to articulate the School's vision, goals, accomplishments, and needs to a broad range of external constituencies, including but not limited to alumni; academic, cultural and social institutions; business, governmental, and industrial communities; and the media.
- Demonstrated support of student success strategies for all student populations including undergraduate and graduate students from historically underrepresented groups.
- The highest personal integrity, a sense of humor, and grace under pressure.

Location

New Mexico is known as "The Land of Enchantment" or "Tierra del Encanto" in Spanish, 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/Mexican settlers who have lived in the area for more than 400 years, as well as more recent immigrants from a variety of nations in Latin America. It has the second-highest percentage of Native Americans as a proportion of the population, and the fourth-highest total number of Native Americans. The major Native American nations in the state are Pueblo, Navajo, and Apache peoples.

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

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

The University of New Mexico main campus is located in Albuquerque, the most populous city in New Mexico with its own rich culture and heritage as one of the oldest cities in the U.S. It has a multicultural heritage and history where diverse influences are a part of everyday life. Averaging 310 days of sunshine a year, it is also a great place for outdoor activities, including biking, skiing or golfing on some of the best golf courses in the Southwest. Residents and visitors alike take advantage of the many traditional New Mexican restaurants, enjoy world-class visual and performing arts, and visit the many museums and historical sites around the state. Albuquerque is home to the International Balloon Fiesta, the world's largest gathering of hot-air balloons. The Sandia Mountains run along the eastern side of Albuquerque, and the Rio Grande flows through the city, north to south. More information about Albuquerque can be found at: <http://www.visitalbuquerque.org/>.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7239. Electronic submission of materials is strongly encouraged.



*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.