

November 17, 2022

James Holloway, Ph.D.
Provost and Executive Vice President
The University of New Mexico

Dear Provost Holloway:

Please accept the enclosed materials expressing my sincere interest in the Interim Dean position for UNM's College of Education and Human Sciences. Currently, I am the Associate Dean for Research and Distance Education and Professor of Counselor Education. Prior to this appointment, I served as Chair of the Department of Individual, Family and Community Education (IFCE; 2018-2021), as well as Interim Chair of the Department of Teacher Education, Educational Leadership and Policy (TEELP; July-December 2020). I believe my experience as Associate Dean, Department Chair in two multidisciplinary departments, former Chair of the Faculty Governance Committee, service related to national accreditation, numerous servant leadership roles in my discipline, and scholarship grounded in multiculturalism and social justice, provides me a strong foundation that would transfer into the Interim Dean position. I will briefly discuss my priorities and plans for the College if provided this opportunity and invite opportunities to discuss how my previous experiences might lend to this role.

I believe for an interim to be effective, they must be measured, focused, and strategic to achieve what they can accomplish in the time they are given. As such, I would specifically focus on high priority goals to create the stability needed to support our College in the near future. I believe these goals need to be focused on rebuilding the staff infrastructure in our College, making good on our commitments to the State of New Mexico following unprecedented investment, supporting more effective communication within and across our faculty, as well as engaging our external stakeholders so that they remain invested in our College's future.

One of my first priorities would be to reach out to our College's Faculty Governance Committee to begin the process of rebuilding relationships between our College's administration and faculty. Regardless of how individual faculty may have felt about the vote surrounding the Dean, our College has faced a trauma together. It is critical that we come together to work to heal and rebuild relationships with one another. I recognize there are many steps to do this, but a first would be to work with our Faculty Governance Committee to develop greater clarity, transparency and trust of each other's actions, and empower Faculty Governance to take their rightful place within the College (which had been challenged even prior to the current Dean). Consistent communication, including monthly meetings with the Committee Chair, as well as weekly emails to the College, would help to build communication channels, as well as clarity surrounding the work of the College. Training for our faculty surrounding faculty governance would be useful, as we have struggled for some time in creating and following policies and procedures across our College. Finally, I believe that investment in internal and external resources, aimed at faculty development and support, would help the College to confront current concerns we are facing, and support healing from past grievances and traumas which will likely continue to impact our work environment together.

Additionally, we currently have insufficient staffing to serve the needs of our College, especially at the academic department level. This has challenged our ability to support our students, effectively support faculty hiring processes, as well as impact our staff (and faculty) morale. One priority area would be working to support staff hiring in key areas of the College, especially at the Department Administrator (DA) level, as well as finding ways to support staff once they are hired. DAs are integral to the department's success, including but not limited to their support role in the faculty hiring process. I think it would be both useful and well received to establish a COEHS mentoring program to provide support to assure the DA onboarding and transition into their new roles. Such a mentoring program would provide a level of support that new staff typically receive in other units. As we no longer have any senior DAs with more than two months of experience in the College, such a program would ensure they receive the necessary knowledge and skills training to be successful so in turn they can support us while the College faces an unprecedented workload related to university and state investments. Further as a group training together, I believe this would be an opportunity to rebuild staff relationships and morale across the College, as staff have reported feeling isolated, especially since the start of COVID.

The State of New Mexico has invested millions of dollars in the COEHS in the last year through teacher residencies, faculty endowments, as well as through specialized programs specifically attending to Native American educator pipeline, mental health support and services, as well as the educational leadership pipeline. It is critical for our College to deliver on the promises we made in seeking this funding to bolster the educator and school-based mental health workforce. As such, we will need to work with our Faculty Affairs and department staff to set up timelines, expectations, and schedules (with accountability checks) related both to our faculty searches, as well as research expenditures. In the research area surrounding contracts and grants, monthly and quarterly check-ins already occur, so I trust we will meet the delivery on those commitments. In relation to faculty searches, I believe we need to centralize as many of the functions of the search process as possible, perhaps by appointing a search lead to support the coordination of the many search functions as well as serving in an accountability role to ensure each program and department meets expectations across the different steps of the search.

Finally, in relation to external relations, I have had the opportunity to meet and interact with our Friend's Board on numerous occasions, as well as attend other Foundation related events in my capacity as Associate Dean and liaison with Mary Wolford, Senior Director of Development at the UNM Foundation. I would leverage existing donor relationships and focus on enhancing and retaining confidence and trust in the College. Further, I would continue to work with Mary Wolford to build on the existing campaigns. As a PI on the COEHS Kellogg Foundation funded project focused on supporting NM early childhood workforce, I have regular communication with my program officer and maintain strong relationships with the Kellogg Foundation. Further, as Associate Dean for Research and Distance Education, I have ongoing interactions with state officials in relation to contracts and grants and a deep understanding of the mechanisms and intricate bureaucracy. Through my positive interactions I have built relationships with members of different staff and agencies across the state. I would use these existing networks to reaffirm the ongoing strength and commitment of the College to the state.

I recognize that this is an ambitious plan for the next 6-12 months, and I am confident that my knowledge, skills, experience, and relationships provide a solid base to support the College as it

moves through its current transition. As the Interim Dean serves at the pleasure of the Provost, I welcome opportunities to receive your input surrounding the priority areas that I have identified and integrate your feedback into decisions that might be made. More than anything else, a strong relationship between the Provost and a Dean is critical for the success of a College, and a key priority would be for me to build a strong relationship with you to ensure that your vision is realized for the COEHS in the near term. I am excited about this potential opportunity and look forward to speaking more fully about this position.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'K. Goodrich', with a large, stylized flourish at the end.

Kristopher M. Goodrich, Ph.D., LPCC, ACS