



Opportunity and Challenge Profile

*Search for the Dean, College of University Libraries and Learning Sciences
University of New Mexico
Albuquerque, New Mexico*

The University of New Mexico (UNM), the state's flagship institution, seeks a creative and strategic leader to serve as the next Dean of the College of University Libraries and Learning Sciences (CULLS). The Dean will be joining UNM at an exciting and pivotal time as President Garnett S. Stokes, Provost James Paul Holloway, and a team of new and established leaders are focused on a set of ambitious goals for UNM that sets it on a course for even greater achievement and impact. As 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 Institutions¹ in the U.S. that has a Carnegie Classification of Highest Research Activity ("R1"), it aspires to be a model for how a university can fulfill its missions of academic excellence, research, student success, and access given the changing demographics of the U.S.

UNM plays a critical role in educating New Mexico's residents and driving its economy through research excellence and education in a variety of disciplines, and provides an education to nearly 28,000 enrolled students, more than 80 percent of whom are New Mexico residents. The University has a vibrant health sciences enterprise, branch campuses in Gallup, Los Alamos, Taos, and Valencia, as well as technology incubators, clinical locations, and research sites across the state. UNM is a place where cutting-edge research and creative endeavors flourish. Its research generates new knowledge, injects millions of dollars into New Mexico's economy annually, drives advances in healthcare, addresses critical challenges to the state, enhances teaching and education, and provides students with intellectual challenges as well as valuable hands-on training in state-of-the-art laboratories, libraries, and studios. UNM also has a decades-long and abiding commitment to making education accessible and affordable for the state's urban and rural residents, maintaining low tuition and providing significant scholarship and financial aid to about 70% of graduate students, and 80% of undergraduate students with over 37% of those receiving Pell Grants in 2017-2018. About 58% of UNM alumni remain in New Mexico providing valuable contributions to the State's intellectual life, economy, cultural community, educational systems, healthcare industry, and to all other aspects of life in New Mexico.

CULLS has a vital role to play in helping the University of New Mexico achieve its mission to create, apply, and disseminate knowledge for the betterment of the university, the state, and the nation.² Comprising the University Libraries, the University of New Mexico Press, and the Organization, Information and Learning Sciences (OILS) academic program, CULLS is well-positioned to serve as a critical partner and catalyst in helping the University achieve its goals. The incoming Dean—in alignment with the University's newly developing UNM 2040 Strategic Plan and in partnership with the College's dedicated faculty, staff, and student employees—will set a trajectory for CULLS that recognizes the central role of the academic research library to UNM and the state, leverages the unique academic opportunities of the OILS program, and capitalizes on the assets of UNM Press. This vision and plan will leverage the College's resources and expertise to enhance the student and patron experience, support faculty from the entire university in their research and teaching endeavors, and better serve New Mexico's diverse communities. To achieve these goals, the Dean will address the following key opportunities and challenges:

¹ <https://sites.ed.gov/hispanic-initiative/hispanic-serving-institutions-hsis/>.

² <http://www.unm.edu/welcome/mission.html>.

- Develop and implement an inclusive and forward-looking strategic vision for the College
- Lead, support, and inspire a diverse and talented tenured and tenure-track faculty and staff
- Center issues of equity, diversity, and inclusion in the college's culture
- Position the College as a vital leader within the University of New Mexico
- Enhance the College's presence across the state
- Efficiently leverage, effectively manage, and creatively augment the resources of the College

A list of the minimum and 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

[UNM Land Acknowledgment:](#)

Founded in 1889, the University of New Mexico 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. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

Founded by an act of the New Mexico Territorial Legislature in 1889, the University of New Mexico opened its doors in June 1892, 20 years before its namesake would become a state. The University now offers over 215 degree and certificate programs at its Main and North Campuses in Albuquerque, including approximately 94 baccalaureates, 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 enrolls nearly 28,000 students, with over 21,000 on the Main Campus in Albuquerque and over 6,500 at the branch campuses in Gallup, Los Alamos, Taos, and Valencia, and also supports an educational hub and regional health center in Rio Rancho. The Main Campus student population reflects the ethnically diverse population of New Mexico and includes many historically underrepresented groups - approximately 44% of the student population is Hispanic, 5% are Indigenous, 4% Asian, 2% African American, 3% multi-racial, and 5% are international. The Hispanic student population includes a rich range of cultural heritages, some with deep roots going back many generations in the region while others are recent immigrants from a variety of nations in Latin America; Indigenous students come largely 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. The populations at the branches are also diverse, with, for example, the student population of the Gallup campus being nearly 70% Native American. It is a point of strength and pride that the University is composed of a complex intersection of cultures and backgrounds.

Each branch campus has an elected Advisory Board from their communities. Branch campuses are funded separately by the State of New Mexico and also receive local mill levy funding from their communities. In New Mexico, per state statute, branch campuses offer 100-200 level courses, associates degrees, and technical education programs. Historically, UNM Main Campus in Albuquerque has also offered upper-division and sometimes graduate-level classes on the branch campuses.

UNM boasts an outstanding faculty that includes four National Academy of Sciences/Engineering Members, five National Academy of Inventors Fellows, 60 Fulbright Scholar program awardees, and many fellows of various other associations and societies. According to a study in *The Chronicle of Higher Education* examining more than 1,500 public and private universities across the U.S., UNM employs the most Hispanic and Indigenous faculty members in the country. Faculty publish in high impact professional journals as well as with major academic publishers such as Cambridge University Press, Oxford University Press, and the University of New Mexico Press.

UNM has a strong tradition of faculty governance as set forth in the Faculty Constitution established in 1949. University faculty have 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. Adjunct and full-time faculty will have separate bargaining units, and the agreements will be negotiated over the coming months.

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.

About the College of University Libraries and Learning Sciences

The College of University Libraries and Learning Sciences (CULLS), which includes about 110 faculty and staff employees across the three units described below, supports the University and the state of New Mexico by providing expertise, instruction, services, spaces, and collections that advance scholarship, teaching, and intellectual discovery.

University Libraries

University Libraries (22 tenured/tenure track faculty and 65 staff) has over three million volumes and millions more electronic resources in a combination of specialized and traditional collections of great depth. Services across the Libraries are provided by expert staff and faculty who put the needs of the UNM community as their highest priority.

University Libraries operates five buildings on campus:

- [Centennial Science & Engineering Library](#)
- [Fine Arts & Design Library](#)
- [South Campus Repository](#)
- [Parish Library \(houses library services; not open for general patron services\)](#)
- [Zimmerman Library](#)

The library also hosts a number of specialized collections, including the [Center for Southwest Research and the UNM Digital Repository](#).

Additionally, UNM operates the [Health Sciences Library and Informatics Center](#) and [Law Library](#). While the Dean of CULLS does not manage these entities, they represent great potential for collaboration and partnerships.

The University of New Mexico Libraries is a member of the Association of Research Libraries, the Greater Western Library Alliance, and the New Mexico Consortium of Academic Libraries and leads the LIBROS Consortium that hosts the shared catalog for fourteen academic libraries in New Mexico. The library is also a designated regional library in the Federal Depository Library Program.

For more information, please visit: <https://ulls.unm.edu/about/university-libraries.php>

Organization, Information and Learning Sciences (OILS) Program

The College includes the Organization, Information and Learning Sciences (OILS) (8 faculty and 3 staff) academic degree program that offers a unique perspective on learning sciences by concentrating on the convergence of organization development; information design and data management; e-learning; and instructional design and institutional technology. The program focuses on adult learning at the individual, group, and organizational levels and offers bachelor, master, and doctoral degrees. OILS graduates obtain leadership positions at companies including Intel, Sandia National Laboratories, and Presbyterian Hospital, and faculty positions in various universities such as University of Nevada, Las Vegas, University of Idaho, and Texas State University.

For more information, please visit: <https://oils.unm.edu/>

University of New Mexico Press

Established in 1929 by the Regents of the University of New Mexico, the University of New Mexico Press (1 Professor of Practice faculty and 11 staff) ranks within the top third of publishing houses in the Association of University Presses and is the fourth largest university press west of the Rocky Mountains in publishing new titles. With over 1,200 titles currently in print and as a distributor for local and regional publishers, the Press has been an important element in enhancing the scholarly reputation and worldwide visibility of the university.

The University of New Mexico Press participates in the public mission of the University of New Mexico through a publishing program that seeks to maintain the professional excellence of American university presses in general and to present the finest national and international scholarship in the academic areas in which it publishes. The UNM Press produces scholarly books in the arts, humanities, and natural and social sciences—more specifically, in the areas of fine arts, Western history, Latin American studies, literature, poetry, environmental studies, archaeology, anthropology, and natural history. In recognition of the university's educational outreach and public role, the UNM Press also publishes books of general interest and significance for the state and the region. Press publications regularly win national and regional awards, earn review recognition in scholarly journals, and in national, regional, and local publications.

For more information, please visit: <https://unmpress.com/>

Recent Developments in the College of University Libraries and Learning Sciences

In recent years, the College of University Libraries and Learning Sciences has been guided by a strategic plan that was directed through 2020. The College has extended and added to the plan's goals over time and will have the opportunity to align with the newly developing UNM 2040 university planning process. The current CULLS plan, implemented by interim leadership after the former dean retired in Summer of 2020, has five priorities: foster diversity, equity, and inclusion; enhance communication; transform spaces, including the South Campus Repository, Graduate Commons, Parish Library services space, reflection space, and Adobe Creative Commons; and build distinctive Native American collections and services; and continue to enrich our distinctive Latin American collections. Two additional strategic areas of focus were added at the beginning of 2021 by interim leadership: advancing social justice and promoting Open Education Resources (OER). The

incoming dean will have the opportunity to develop the next iteration of a vision and plan for CULLS, in alignment with the university's forthcoming strategic plan.

One of the great strengths of CULLS is its unique composition. In 2012, the Organization, Information and Learning Sciences (OILS) program moved from the College of Education to CULLS. In recent years, OILS has enlarged its curricular offerings and moved to online delivery. OILS has become an exemplar for UNM in online education. In 2018, the University of New Mexico Press was also integrated into CULLS. Since its integration, the UNM Press has achieved fiscal stability and celebrated its 90th anniversary. Within the College, the UNM Press is poised to flourish for another 90 years.

In 2014, UNM opened the Zimmerman Library Learning Commons, a collaborative convening space for students. Since then, the campus has continued making strides in physical updates to the University Libraries to better support the needs of library stakeholders. In fall 2018, UNM allocated a building on the south campus for University Libraries to use as a long-term repository for library collections. Each year, University Libraries adds more than 20,000 physical items to the collection without the possibility of adding more square feet to existing library facilities. The [South Campus Repository \(SCR\)](#) will begin operations later in 2021 and will house less-used library materials in a climate-controlled, high-density environment allowing the University Libraries to address significant space constraints in the existing Main Campus libraries. The library is currently launching a project to redesign space in Zimmerman Library to create a larger graduate student learning commons.

For an overview of other current space projects within CULLS, please visit: <https://library.unm.edu/about/space-projects.php>

In 2018, then-Dean Richard Clement announced the formation of the College Diversity, Equity, and Inclusion Task Force. Shortly after its formation, the Task Force recommended the College implement the Association of Research Libraries (ARL) ClimateQUAL® Survey to existing faculty, staff, and student employees, as well as those from past eight years. ClimateQUAL® is a tool administered by the Association of Research Libraries (ARL) to assess staff perceptions of the workplace climate, including when diversity, organizational policies and procedures, and staff attitudes are taken into consideration. The researchers found that the CULLS climate is overall positive, and the College's responses overall, were in line with those of other institutions who have implemented ClimateQUAL®; however, areas of improvement were identified within specific units, with one of those being the Office of the Dean. Staff in general reported perceptions that the Dean's Office was not supportive of "The Climate for Demographic Diversity," and "The Climate for Deep Diversity". The results of this survey help illuminate steps to create a more inclusive community within CULLS and will be integral to the development of the College's next strategic plan.

In November 2020, New Mexico voters passed GO Bond B for libraries by an overwhelming majority with 66 percent of voters in favor of the funding. The Bond will provide \$3 million each for academic and public-school libraries and \$500,000 for tribal libraries. Nearly 30 academic libraries statewide, including each of UNM's campus libraries (UNM Main, UNM Health Sciences Library and Informatics Center, UNM–Gallup, UNM Los Alamos, UNM Taos and UNM Valencia), will receive much needed funding to support the success of K-12, and college and university students in New Mexico. The funding will enable improved access to quality resources and information as well as access to many essential online resources that are even more important now as students and faculty rely on digital access during the pandemic.

Role of the Dean

Reporting to UNM's Provost & Executive Vice President for Academic Affairs, the Dean of the College of University Libraries and Learning Sciences provides administrative leadership and has responsibility for all University Library operations, the UNM Press, and OILS; and is responsible for positioning CULLS to

enhance the University within the vision of the University's 2040 Strategic Plan (currently in development). The Dean leads the College in supporting the needs of a state flagship research university, provides vision and direction as CULLS evolves to support research, learning, and teaching in the twenty-first century research university, and advocates for CULLS within the university and the larger community. The Dean is responsible for the successful administration of all aspects of the College's programs and services and promoting the University's and CULLS's missions.

The Dean develops and maintains strong relationships with Deans of other colleges and units, the Office of the Provost, the President, and other university administrators while promoting CULLS programs and services that address the needs of students, staff, faculty, and the community, on and off campus as well as online. The Dean oversees the recruitment, retention, and evaluation of high-quality faculty, staff, and student employees, including engaging in the promotion and tenure process for the College faculty. The Dean will work collaboratively to fulfill the University's educational and research mission through the provision of both traditional and innovative library resources and services. The Dean is responsible for the CULLS' annual budget of \$14 million and other fiscal resources, and actively participates in both development and grant activities in partnership with the College's Director of Development. The Dean represents CULLSs within the University and at the local, state, national, and international levels.

The current interim Dean's leadership team includes two Associate Deans (Associate Dean for Public Services (currently serving as Interim Dean as of 01/01/2021), and a Senior Associate Dean (Vacant via retirement effective (12/31/2020); the Director of UNM Press; the OILS Program Director; the Special Assistant to the Dean for Diversity, Equity, and Inclusion; the Special Assistant to the Dean for the Disaster Recovery Assistance Program; among others. In recent time, the leadership team culture has shifted from one of reporting out on respective units to one of consultative and collaborative strategic decision making. The incoming Dean, in partnership with the CULLS community, will have the opportunity to evaluate whether the current structure best serves the College's and University's current needs and future aspirations.

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, EVP for Health Sciences, VPR, and many other new members of the leadership team. This next Dean will demonstrate a commitment to the mission and values of the College and University and the drive to assist UNM on a new pathway of innovation and problem solving to better support New Mexico through academic excellence, research and scholarship, accessibility, and service, and to build on the rich cultural diversity of the state. The Dean will be well positioned to usher in a new era for the College by addressing the following opportunities and challenges:

Develop and implement an inclusive and forward-looking strategic vision for the College

CULLS, like other major academic research libraries who share in the challenge, must define and position itself during a time when the nature and purpose of libraries is in transition. This is against a backdrop of rapid transformation of the information management landscape; changes in the nature of scholarly communication and publications; challenges to the business model of higher education in general and libraries in particular; increased demand for access and open educational resources; new mechanisms of information storage and retrieval; shifting orientation and expectations of students, faculty, staff, and researchers when seeking information and participating in learning; and the use of library buildings as spaces for instruction, learning, and community building.

In consultation with all College stakeholders, the dean will develop a vision and an associated strategic plan that positions CULLS as a leader among universities and that unites, celebrates, and leverages the strengths

and opportunities inherent in the College's composition—the University Libraries, UNM Press, and OILS—and the expertise of talented faculty and staff. The plan will identify areas where CULLS's work intersects with and contributes to priorities of the university-wide strategic plan, as well as identify opportunities for further integration of the College across the University. The strategic plan will also address the central role CULLS plays in information discovery, preservation, and dissemination, in service to the University, the State of New Mexico, and the diverse communities that comprise those entities, as well as opportunities to increase the College's impact across and beyond the University. The plan will also emphasize the need to understand and provide excellent services to an increasingly diverse set of patrons, particularly in a world in which there is more demand for remote access, technology, and specialized services, and in a state where not all have access to internet. The Dean will ensure that the College's plans are actionable and that results are tracked, assessed, and recalibrated in order to achieve the community's ambitious aims, and that opportunities for resource sharing and collaboration that can offset the rising costs of acquisitions and services are maximized.

Lead, support, and inspire diverse and talented tenured and tenure-track faculty and staff

The success of CULLS over the years is due in large part to the strength of its faculty and staff, who are committed to providing the highest level of services possible. In joining CULLS, the Dean's top priorities will be to get to know and earn the trust of the college's faculty, staff, and student employees, and to set the tone for a transparent, collaborative, and inclusive culture where all contributions are valued. The Dean will ensure that faculty hiring is done in a thoughtful and strategic way. The Dean will guide professional growth and development, and define and implement programs to mentor and retain faculty and staff, creating and modeling a culture of learning and reflection, and supporting faculty towards tenure and promotion. The Dean will support faculty research and the creation of new knowledge. Additionally, the dean will advocate for faculty and staff at the university level, ensuring CULLS has a role in shaping the future of the University.

Center issues of equity, diversity, and inclusion in the college's culture

The Dean will work to ensure that issues of diversity, equity, inclusion, fairness, and justice are central to the mission of the College. Currently, the diversity of the College's faculty and staff do not reflect the demographics of the University's student body or of the State of New Mexico. The Dean will take steps to recruit and retain a diverse workforce at every level of the College—staff, faculty, student employees, and administration—and to ensure that the community is welcoming and inclusive. The College's Diversity Equity and Inclusion Task Force will be crucial partners to the Dean in operationalizing the recommendations of the ClimateQUAL® survey and in making CULLS a standard bearer for what an inclusive college climate can look like and accomplish.

Position the college as a vital leader within the University of New Mexico

As leader of the College, the dean will play an important and visible role in the University community. The dean will advocate for CULLS on all matters, from budget and staffing to positioning for involvement and best advantage in University initiatives. The Dean will enhance the reputation and visibility of CULLS and its member organizations and how they work together. The Dean will also clearly articulate the vital roles CULLS plays in supporting students and faculty as they navigate the information resources available to them on campus. The Dean will make the case for the College in internal forums and beyond the University.

The Dean will also identify and pursue opportunities for greater collaboration across UNM campuses in research, information and digital literacy initiatives, classroom integration, and assessment, and by enhancing relationships with the University's independently operated health sciences and law libraries.

Enhance the College's presence across the state

Given the University of New Mexico's status as the state's most prominent research institution, CULLS also has an obligation to play an important and visible role across the state. There is great opportunity to initiate or deepen partnerships with UNM branch campuses, New Mexico State University, Tribal Colleges and Universities, national laboratories, federal agencies, and other educational and community groups. The Dean will be involved in existing and future partnerships, consortia, and organizations, and in service to the field of librarianship and will foster this participation among CULLS faculty and staff.

Efficiently leverage, effectively manage, and creatively augment the resources of the College

The creative leveraging of resources will be an ongoing leadership challenge for the Dean and CULLS leadership, whether hiring new faculty and staff, reconciling acquisitions, engaging in physical space planning, maintaining and improving collections and other services, or launching special projects that add to the College's capabilities. Keeping pace with continuing price escalations in journal subscriptions and publishing, demand for both paper-based and digital information, pressure for open access educational resources, and requirements for a powerful technical base with the advanced human skills needed to maintain a complex information environment all add to demands on resources. The Dean, with input from faculty and staff, will make strategic decisions to more effectively deploy existing resources and negotiate cost-effective, mutually beneficial partnerships with publishers and other partners. Additionally, the Dean will explore opportunities to increase efficiencies and decrease duplication in College functions and services and seek out opportunities for resource sharing across the campus and across the state.

The Dean will work with the CULLS Director of Development and the College administrative leadership to develop opportunities for individual giving, grants, and research funding to supplement the general funds provided through the state budget and student tuition. The Dean will also continue to play a key leadership role in working with the UNM Foundation and the Provost in setting fundraising goals, building relationships with prospects and existing donors, and soliciting major gifts. The Dean will present a clear, compelling vision for CULLS and skillfully and passionately market opportunities for serving the external community.

Qualifications and Characteristics

Minimum Qualifications:

- A Master of Library Science, or the equivalent, from an accredited American Library Association program.
- Record of professional and scholarly accomplishments that meet the requirements for tenure in the College of University Libraries and Learning Sciences.
- Five to eight years of progressive experience in an academic library or equivalent unit, including five or more years in academic leadership or administrative experience with supervisory responsibilities.
- Demonstrated experience promoting diversity and social justice.

Preferred Qualifications:

- Ph.D. or equivalent and/or subject master's degree
- Evidence of advocating for diversity, inclusion, and equity and an understanding of their importance to the mission and richness of the University and its continued success.

- Proven experience in recognizing diverse learning and research styles, promoting a respectful, open, and engaging work environment
- Exceptional oral, written, and interpersonal communication skills.
- Evidence of understanding of emergent standards and practices for learning sciences, information resource and discovery in the digital age, including changes in information technology and scholarly communication.
- Evidence of commitment to research and scholarly activity and growth with an understanding of traditional and innovative methods of information dissemination such as Open Access, scholarly publishing, institutional repositories, and research data management.
- Proven collaborative leadership in academic management and interdisciplinary collaboration in a complex research and teaching library setting.
- Evidence of success in securing external funding and an appreciation of stewardship and collaborative relationships within and beyond the university.
- Evidence of success in fostering university, regional, national, and international cooperation in resource sharing, advocacy, networking, and collection development.
- Substantial teaching experience at the undergraduate and/or graduate level. Experience with and knowledge of trends in information literacy, library instruction, and pedagogy/andragogy.

Location

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, hiking, skiing, or golfing on some of the best golf courses in the Southwest. Residents and visitors alike take advantage of the many traditional New Mexican restaurants, enjoy world-class visual and performing arts, and visit the many museums and historical sites around the state. Albuquerque is home to the International Balloon Fiesta, the world's largest gathering of hot-air balloons, and the most photographed event in the world. 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/7753. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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