



Opportunity and Challenge Profile

*The University of New Mexico
Search for the Provost and Executive Vice President for Academic Affairs
Albuquerque, NM*

The University of New Mexico (UNM), the state's flagship institution, seeks an inspirational, creative, and strategic academic leader to serve as the next Provost and Executive Vice President for Academic Affairs (Provost/EVP). Joining the team of President Garnett S. Stokes, who became President in March, 2018, the new Provost/EVP will help lead this distinct institution into an exciting new era and will catalyze efforts to enhance academic excellence and student success that will improve opportunities for all of New Mexico's residents, including UNM students, staff, and faculty, and alumni. The successful candidate for this position will be an experienced and visionary academic administrator with the proven skills to lead this highly diverse community and respected center for research and education – addressing major global challenges and the pressing needs of New Mexico.

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, a vibrant health sciences enterprise, and branch campuses that serve students and communities throughout the state. The University has many other aspirations and is experiencing a renewed sense of possibility and promise under the leadership of the new President. The campus community is eager to welcome a new Provost/EVP who will partner with the President, the Chancellor for Health Sciences, and other key leaders to build on the University's many strengths, including its outstanding intellectual environment, highly diverse and talented student population, strong connections to the New Mexico community, and exceptional faculty and staff.

UNM provides an education to nearly 33,000 students, more than 80 percent of whom are New Mexico residents. The main campus occupies nearly 800 acres near old Route 66 in the heart of Albuquerque, a metropolitan area of more than 500,000 people. The University also includes a Health Sciences Center, branch campuses in Gallup, Los Alamos, Taos, and Valencia, technology incubators, and multiple education centers throughout the state. 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"). 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 colonists with deep roots in the region while others are recent immigrants 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. It is a point of pride that the University is composed of a cross-section of cultures and backgrounds. UNM has a decades-long commitment to the state's residents, maintaining low tuition and providing significant scholarship and financial aid to about 80% of undergraduate students, and 70% of graduate students, with 37.5% of those receiving Pell Grants in 2017-2018. 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. In fiscal year 2018, UNM attracted \$300 million dollars in contract and grant research funding. The 2019 edition of the *U.S. News & World Report* ranks UNM as 187th among national universities and in the top 100 of public institutions in the nation.

UNM seeks a collaborative and forward thinking Provost/EVP who can work effectively with the President, Board of Regents, Vice Presidents, Deans and other senior leaders, the Academic Senate, students, staff, faculty, and the external community to help the University achieve further distinction by addressing the following key opportunities and challenges:

- Position UNM as a model university in the way that it fulfills its missions of academic excellence, research, student success, and access given the changing demographics of the U.S.
- Manage and strengthen the financial position of UNM
- Build an Academic Affairs organization that works together to promote academic excellence
- Continue the positive trajectory of student success while growing enrollments
- Champion UNM's significant impact on the state of New Mexico
- Raise the national and international visibility and prominence of UNM
- Strengthen a sense of community, excitement, and anticipation for the future

A list of the desired qualifications and characteristics of the Provost/EVP can be found at the conclusion of this document, which was prepared 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 200 degree and certificate programs, including approximately 90 baccalaureate, 80 masters and 50 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, School of Public Administration, and University College. The Health Sciences Center (HSC) is the state's largest integrated health care treatment, research, and education organization and consists of the School of Medicine, Colleges of Nursing and Pharmacy, New Mexico's only academic teaching hospitals – University of New Mexico Hospital (UNMH), which includes New Mexico's only Level I Trauma Center, Sandoval Regional Medical Center (SRMC), UNM Children's Hospital, and the UNM Mental Health Center, and a National Cancer Institute (NCI)-Designated Comprehensive Cancer Center.

UNM boasts an outstanding faculty that includes 4 National Academy of Sciences/Engineering Members, 5 National Academy of Inventors Fellows, 60 Fulbright scholars program awardees, and several fellows of various other associations and societies. Faculty publish in many professional journals including *Science*, *The New England Journal of Medicine*, *Nature*, *Journal of Planning Education and Research*, and *Political Research Quarterly*. UNM professors have been quoted in *Business Week*, *Los Angeles Times*, *The New York Times*, *The New Yorker*, *Newsweek*, *Parade Magazine*, and *U.S. News and World Report*, among others. They have shared their expertise on CNN, Good Morning America, Nova, National Geographic, the Today Show, and other television shows.

Established in 1929 by the University, the University of New Mexico Press (UNM Press) ranks within the top third of publishing houses in the Association of University Presses (AUP) and is the fourth largest university press in publishing new titles west of the Rocky Mountains. 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 UNM Press

participates in the public mission of UNM through a publishing program that seeks to maintain the professional excellence of American university presses and to present the finest national and international scholarship in the academic areas published. They produce 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, they also publish books of general interest and significance for the state and region.

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 and has the right of review and action in regard to formulation of institutional aims; creation of new colleges, schools, and departments and divisions; major curricular changes and other matters which in the opinion of the President of the University or his or her delegate to affect the institution as a whole; requirements for admission and graduation and for honors and scholastic performance in general; approval of candidates for degrees (honorary degrees and posthumous degrees); policies of appointment, dismissal, and promotion in academic rank; research; and general faculty welfare.

Many UNM departments and programs rank among the best in the nation, with clinical law ranking 11th, photography in the top 5, and nuclear engineering in the top 20. UNM also has several nationally recognized interdisciplinary research groups focused on ecology, climatology and bioinformatics; human evolution, social and behavioral dynamics and addictions; and photonic, microelectronic and energy materials research. Excellence in additional disciplinary units include computational and data sciences, high energy density physics, medieval studies, quantum information science, regional resource economics, southwest anthropological research, Latin American Studies, and the history and land arts of the American West. A balanced approach toward promoting both funded and unfunded scholarship, research and creative activity amongst faculty, students and staff as well as community engagement makes UNM a comprehensive intellectual resource for the region.

UNM is a place where cutting-edge research and creative endeavors flourish. Its research generates new knowledge, injects millions of dollars into New Mexico's economy, funds advances in healthcare and augments teaching, and provides students with intellectual challenges as well as valuable hands-on training in state-of-the art laboratories, libraries, and studios. About 58% of UNM alumni remain in the state and provide valuable contributions to the State's intellectual life, economy, cultural community, educational systems, healthcare industry and every aspect of life in New Mexico. In particular, as the UNM School of Law is the only law school in the state, many of the judges, attorneys, and members of the legislature and state government are UNM and Law School alumni. Additionally, arts and culture are central to the history and identity of New Mexico, roughly 80% of arts organizations in New Mexico employ UNM College of Fine Arts faculty or alumni. and the creative economy also is a major economic driver in the state.

UNM has four branch two-year college campuses across the state in Gallup, Los Alamos, Taos, and Valencia, offering community access and regionally specific education. UNM-Gallup is a minority-majority university, with 94% of the students identifying as multiethnic or a racial minority; the Taos campus is one of the newest and smallest of the UNM branches, yet in 2011 was ranked as one of the top 25 community colleges in the nation for growth; the Los Alamos campus collaborates with the Los Alamos National Laboratory and the Valencia campus is in a growing area south of Albuquerque.

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 mil levy funding from their communities. In New Mexico, per state statute, branch campuses offer 100-200 level courses. Historically, UNM's main

campus in Albuquerque has also offered upper-division and graduate level classes on the branch campuses.

UNM also delivers bachelors, masters and doctoral degree programs via its Extended Learning programming. Extended Learning facilitates distance education with a range of delivery modes, from traditional on-line courses and curricula to the creation of wholly online degree programs and an evolving catalog of Massive Open Online Courses.

Students 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 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.

More information about UNM can be found in Appendix I at the conclusion of this document.

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. President Stokes has a long history of leadership in public higher education. She has 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). Throughout her distinguished career, President Stokes has advocated for an aggressive agenda for transforming the student experience and strengthening the ranks of the faculty and the environment that supports them.

A first-generation college graduate, President Stokes earned a B.A. in psychology from Carson-Newman College in Jefferson City, Tennessee, and M.S. and Ph.D. degrees from the University of Georgia in industrial/organizational psychology. Her research has focused on personnel selection and promotion, specifically the use of biographical information in job selection and promotion decisions. As a consultant, Dr. Stokes has assisted businesses, government agencies and Fortune 500 companies in the development of their hiring procedures. Dr. Stokes is a Fellow of the Association for Psychological Science, the American Psychological Association, and the Society for Industrial and Organizational Psychology.

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, 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.

Current Context

Vision and Initiatives

President Stokes took over as President in March, 2018 and 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 months, 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. Grand Challenges are problems of global, national and regional significance that require researchers to work together across disciplinary boundaries to develop and implement solutions. Faculty from the main campus and Health Science Center will be working closely to identify UNM's Grand Challenges that will:

- Further the UNM research mission by making a strategic investment of funds that will garner significant extramural funding
- Provide mechanisms and venues for coordinated, collaborative interdisciplinary research and problem solving
- Enhance the prominence of UNM as a research institution while addressing issues of critical importance to the people of New Mexico.

The University's 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. In recent years, the University has made great progress on these goals and continues to put emphasis on them. The plan was revisited in 2017 but the University will be embarking on a new strategic planning process in the near future. For more information, see <http://strategy.unm.edu/index.html>.

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/>.

UNM's Current Challenges

Due to changing state transfer requirements and the need to prepare students for an ever-changing world, general education at UNM will be reviewed. The University most recently revisited its approach to general education in 2016-2017 by a task force of the Faculty Senate, with recommendations detailed in

the [Report of Findings](#). A broad group from across the campus has continued to work on general education reform, the new general education requirements are in draft form, programs are adapting to them, and they will be in the Fall 2019 catalog.

New Mexico has a rich history with unique traditions, languages, and a multi-cultural heritage, and the University reflects the state's complexity. However, UNM still has room to grow in ensuring a welcoming and inclusive place for all students, faculty, and staff. A climate survey conducted a few years ago concluded that there is work to be done to make UNM a more welcoming place.

UNM also is experiencing budget challenges resulting from reduced funding from the state. Although other universities in the nation experienced tough economic times before and after the recession, UNM continues to face these challenges as New Mexico has been slower to recover from the recession. The state is currently expecting an extra \$1.2 billion from the oil industry next fiscal year that may assist in the short-term. 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.

Although a relatively small portion of UNM's overall budget is derived from state appropriations (11%) and tuition and fees (8%), these revenue sources comprise the core of the main campus academic and administrative budgets. Historically, these revenues have been allocated on an incremental basis, leading in some cases to opaque cross-subsidies and a lack of incentive for growth. Over the past few years, UNM has implemented efforts to enhance this component of its budget model. Although none of these enhancements has revolutionized how tuition and state revenues are budgeted at UNM, collectively they have improved the capacity for data analysis and created a platform for strategic allocation, readying the University for more substantive change. Although progress toward the full implementation of a decentralized, activity-based budget model has slowed as UNM has shifted focus to deal with recent state funding rescissions and reductions, the campus is well-positioned to take advantage of output-based funding when additional revenues become available.

UNM has experienced declining enrollment numbers over the last few years, and enrollments currently are currently down seven percent from the 2017 fall semester. The largest drops were among new freshmen and transfer students from New Mexico schools. A new Enrollment Task Force has been established, involving many campus administrators, to develop recommendations for increased enrollment at all student levels and data-driven strategies to improve retention rates. This year's enrollment decline could result in as much as a \$10 million cut in UNM's overall budget. UNM has been making tough decisions across the University to respond to decreases in revenue, including increasing tuition slightly. One recent financial decision that has resulted in considerable ongoing media attention was the discontinuation of four athletics teams: men's soccer, men's and women's skiing, and the beach volleyball program.

There also 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. UNM must continue to work on building the deep, statewide support that a flagship university needs. 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 two federal research laboratories, Los Alamos National Laboratory and

Sandia National Laboratories. 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. Recent success in developing collaborative intellectual property agreements is one example of how these very different institutions can work synergistically. Additionally, 1 in 10 jobs in New Mexico are in arts and culture industries, making UNM's strong arts and humanities research and outreach a key factor for this economic driver.

The University is on the right path to build collaborations across the city and state for economic development with the recent establishment of 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 State of New Mexico is also facing many challenges and, as the flagship university, UNM will be expected to help the state overcome these challenges and position itself for greater success. K-12 education in New Mexico has both strengths and weaknesses. Overall, it is ranked near the bottom but, at the same time, some of its high schools are ranked among the top in the nation. In addition, the state has a strong network of public charter schools that enjoy broad-based support in the community. Other challenges include an historic decline of state tax revenues, which appears to be remedied for at least the coming year, and the continuing need to build a more diverse economy that is less reliant on resource extractions and the federal government. Like most states, New Mexico is challenged to develop and integrate the rural areas of the state into the 21st century economy, creating challenges for the state's farmers and ranchers. Urban centers in the state are highly diverse and display differing economic dynamics. Albuquerque and Rio Rancho have a strong presence in electronics manufacturing and research and development, Santa Fe is a world-renowned cultural center, Las Cruces is a manufacturing and defense hub, and Farmington and Hobbs have strong foundations for natural resource development. 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 their reach through programming, the clinical enterprise, and research and outreach.

The University of New Mexico has been continuously accredited through the Higher Learning Commission (HLC) of the North Central Association since 1922 and the HLC accreditation covers all of UNM's campuses and programs. The institution's last comprehensive review occurred in April 2009, resulting in a full 10-year reaffirmation of accreditation. The University submitted the reaccreditation report in August, 2018 and the next site visit will take place in the 2018-19 academic year.

UNM has worked for several years to ensure that it is meeting its commitment to the principle of equal pay for equal work for all of its employees, including women and under-represented groups. Any shortfalls in predicted salaries on the basis of gender, race or ethnicity, no matter how small, are unacceptable and UNM has committed to taking all appropriate steps to remedy it. To help alleviate concerns about potential inequities or uncompetitive salaries at UNM, the Office of Academic Affairs conducted two studies of base salary compensation rates of main campus faculty members with

continuing appointments. Among the findings of the study were, compared with the average of salaries at 76 other public research universities, 30.2% of UNM tenured and tenure/track faculty are below the 25th percentile, 55.3% of UNM tenured and tenure/track faculty are below the 50th percentile, and 44.7% of UNM tenured and tenure/track faculty are above 50th percentile. The University has taken some steps to adjust these discrepancies and has created a transparent framework by which compensation rates can be informed by external market data and internal comparisons to work toward the goal of ensuring faculty receive competitive salaries and comparable pay for comparable work.

The Provost/EVP will be joining the University when other key administrators also will be arriving. UNM is simultaneously conducting searches for the Provost/EVP, Senior Vice President for Finance and Administration, and the CEO and President of the UNM Foundation. A new General Counsel also recently joined the leadership team, and there are multiple positions under the Provost/EVP's purview currently held by interim appointees that need to be filled. For more information, see the organizational chart in Appendix II.

With a new President in place and other new members of the leadership team to soon join the University, UNM is looking for a Provost/EVP who can help stabilize the institution and unite all constituencies around common goals, to move forward in a cohesive direction. The campus is now poised to gain significant traction on critical initiatives, but UNM needs a Provost/EVP who can build an Academic Affairs organization that is better positioned for success and can energize the entire campus community around their aspirations for a stronger future.

Role of the Provost and Executive Vice President for Academic Affairs

Reporting to the President, the Provost/EVP serves as the chief academic officer and oversees the University in the absence of the President. The Provost/EVP is responsible for all aspects of the academic enterprise of the main and branch campuses, including the schools and colleges, research, student affairs, enrollment management, graduate studies, equity and inclusion, academic personnel, and curricula. Working closely with the President, the Provost/EVP will collaborate with a wide range of internal and external stakeholders to help define the academic vision, set the direction for academic excellence and student success, and create and maintain policies and processes related to the academic mission. The Provost/EVP will then need to effectively convey enthusiasm for the academic goals of the University to build broad support among its many constituents.

The Provost/EVP directs a leadership team that includes the following direct reports:

- Deans of Management, Arts & Sciences, Engineering, Law, Architecture & Planning, Education, Fine Arts, Honors College, University Libraries & Learning Services, Graduate Studies, and the University College Innovation Academy
- UNM Branch Campus Chief Executive Officers
- Senior Vice Provost for Academic Affairs
- Vice President for Research
- Vice President for Student Affairs
- Vice President for Equity & Inclusion
- Vice Provost for Enrollment & Analytics
- Associate Provost for Curriculum and Assessment
- Associate Provost for Faculty Development

Working with the President, the Senior Vice President for Finance and Administration, the Chancellor of the Health Sciences Center, and other key leaders, the Provost/EVP coordinates academic planning and

budgeting for the UNM. The Provost/EVP also collaborates closely with the Chancellor of the Health Sciences Center on academic planning and strategy, as the three HSC schools (Medicine, Nursing, and Pharmacy) report up through the HSC to the Chancellor.

The Provost/EVP provides support to the Academic/Student Affairs & Research Committee of the UNM Board of Regents which meets monthly. The Provost/EVP also works closely with the faculty governance structures.

An organization chart for Academic Affairs is available in Appendix II at the conclusion of this document. A [State of Academic Affairs Report](#) was produced after the 2014-2015 school year, detailing the units that report to the Provost/EVP.

Key Opportunities and Challenges for the Provost and EVP for Academic Affairs

The Provost/EVP will provide crucial leadership for continuing the institution's trajectory to greater excellence in the coming years and will be expected to address several key opportunities and challenges, detailed here:

Position UNM as a model university in the way that it fulfills its missions of academic excellence, research, student success, and access, given the changing demographics of the U.S.

UNM serves as a model for the nation on how best to be an accomplished research institution that provides access to and educates a particularly diverse population. Although many universities struggle with increasing the diversity of their student body and creating an inclusive, supportive, and robust environment for all, UNM is deeply engaged in enhancing such an environment. The next Provost/EVP will help the campus develop clear priorities that resonate with internal and external stakeholders and continue to position UNM at the forefront of higher education nationally and internationally. The Provost/EVP will honor UNM's status as both an HSI and an R1, will imagine and implement strategies to built on these designations, and articulate an academic vision centered around the careful centrality of scholarly thought, analysis, and creativity that embraces the full range of disciplines and celebrates research, scholarship, service and impact. This will include building upon the work of the curriculum redesign, ensuring many voices are heard and encouraged when setting strategy and during implementation, pulling the campus together to address the Research Grand Challenges and participate in strategic planning. The Provost/EVP will support and expand efforts to ensure a welcoming environment, grow enrollments, and safeguard access to all New Mexico residents through various programs, keeping student success a top priority. The Provost/EVP must be quick to understand the diverse perspectives of the campus through a commitment to shared governance, create overarching goals, sustain momentum, and be decisive about directions taken to move the University forward in the years to come.

Manage and strengthen the financial position of UNM

Going forward, the University will need to discover new and expand existing sources of revenue, identify efficiencies to fulfill the mission and strategic plans of UNM at a time of reduced state funding and mostly stable tuition, and ensure resource allocation that supports the goals of the University. The Provost/EVP may be expected to assist the President in fundraising, will support fund-raising efforts of the deans, and will also identify new sources of revenue. Some potential areas for growth include out-of-state and international enrollment, new academic programming around community and student interests, public/private partnerships, and new research collaborations with other universities, the national labs, and other entities in the state. With new and existing resources, a top priority of the Provost/EVP will be to ensure UNM faculty and staff are paid equitably and feel valued as members of a larger community working together to ensure the success of students and the University as a whole.

The next Provost/EVP will work closely with the President and Deans to continue the evolution of the revenue allocation process and incentivize new opportunities for revenue that are well-aligned with the University's goals. The Provost/EVP will need to maintain a high level of transparency and shared governance around decision-making regarding financial priorities. Particularly as financial priorities shift, the new Provost/EVP will need to communicate why investments are being made and also celebrate with the campus community when successes are achieved. The Provost/EVP will need the help of others to be successful and will encourage innovative ideas for strengthening UNM's financial position well into the future.

Build an Academic Affairs organization that works together to promote academic excellence

The Provost/EVP will be tasked with building and strengthening an Academic Affairs organization to fulfill the teaching, research and service missions of the University in the context of UNM's continued commitment to access and excellence. The Provost/EVP will need to create an overarching vision and strategy that will unite and inspire the units within Academic Affairs as well as those who work closely with them. In recent years, there have been many efforts to address the many priorities within a tight budget, but without permanent leadership, many departments and colleges are working on their own to try to effect change. This has resulted in some system inefficiencies and missed opportunities for interdisciplinary collaboration or shared efforts. Therefore, the Provost/EVP will need to work closely with the campus community, especially the Deans, to demonstrate that the University is greater than the sum of its parts, and promote a more collaborative environment. The Provost/EVP will facilitate discussions across campus to discuss ways the Office of the Provost/EVP can better support campus constituents in the work they are currently doing while encouraging new opportunities for innovation and interdisciplinary collaboration. The Provost/EVP will be a strong supporter of shared governance and will ensure that decisions and ongoing and new initiatives are discussed broadly and receive the support of staff and faculty. The Provost/EVP will encourage University-wide participation in promoting the academic excellence of UNM, which will entail strategic hiring and retention efforts, expanding undergraduate and graduate programs, advancing the research agenda, fostering student success initiatives, and further developing academic programs to respond to the changing needs of students and employers. The Provost/EVP also will continue to strive for a more diverse workforce of faculty and staff to reflect the student population of UNM and to promote an inclusive and welcoming environment for all. To be successful, the Provost/EVP will need to responsibly and strategically allocate resources in a manner that will enable academic programs to work together more effectively, promote innovation, improve systems, reduce inefficiencies, and ensure that faculty and staff are supported and valued as contributing members in achieving the academic mission of UNM.

Continue the positive trajectory of student success while growing enrollments

Student success will be a top priority for the next Provost/EVP. Currently, UNM has a six-year graduation rate of 50%, a four-year graduation rate of 34.5%, and a retention rate of 75% from freshman to sophomore year. There have been recent significant gains in retention and graduation rates as a result of numerous policies and incentives to promote four-year graduation, including reducing the required number of credit hours to 120 and offering a free-semester tuition incentive for students who graduate in four years. Yet more must be done, especially for students at the branch campuses, which have much lower retention rates. To this end, the Provost/EVP will be expected to continue recent efforts to maintain and strengthen UNM's academic programs, ensure entering students are prepared for the rigor of their courses, continue to improve student graduation rates, provide ongoing support for students once they matriculate, recruit and retain top-notch faculty, and promote the expansion of job placement of graduates while valuing the different pathways to success. The Provost/EVP will need to be attuned to the needs of all students, and especially to the needs of first-generation, nontraditional, and undocumented students, as well as veterans and students with disabilities, and others from underrepresented communities.

In addition to strengthening existing academic programs, the Provost/EVP will evaluate possible new programs to respond to student and community needs and enhance opportunities for new resources to further distinguish the academic strengths of the University from its peers. These new programs will have the potential to attract and retain both undergraduate and graduate students as well as faculty. UNM and its multiple campuses offer a powerful opportunity to continue to respond to demographic and workforce changes and the needs of nontraditional students across the state. The Provost/EVP must also understand the changing demographics of traditional students across the nation and how to evolve programs and services to support the needs of those students. With measurable results, this is a great opportunity for the Provost/EVP to make a case for more resources, as state budget allocations are currently dependent on student outcomes.

The University draws many students from New Mexico, and many find employment after graduation in New Mexico. However, many talented students leave the state to attend college or seek employment after graduating, which has led to somewhat of a “brain drain” from New Mexico. The Provost/EVP will be expected to identify and address factors that could decrease the “brain drain” and enhance the selection of UNM as the first choice of New Mexicans for a high-quality education while still ensuring access to others. This will include finding new ways to foster the successful transfer of students from UNM branch campuses to the main campus to obtain four-year degrees. The Provost/EVP also will work with the recently established Enrollment Task Force to create a strategic enrollment plan to increase the visibility of UNM nationally and internationally to grow undergraduate and graduate enrollments.

Champion UNM’s significant impact on the state of New Mexico

In partnership with the President, the next Provost/EVP will be a relationship-builder with an ability to champion the great attributes and contributions of UNM across the state and tell its story well. The Provost/EVP will deliver the message that UNM provides a high-quality education at good value, that it conducts research and engages with the community to contribute to making the world a better place, that it is a major economic engine for the state, that it cares deeply about the heritage and future of the state and its people, and that it embraces partnerships with public and private entities to share its knowledge and expertise for mutually beneficial collaborations. The Provost/EVP will emphasize the nature of UNM as a public university that serves the state of New Mexico and its people and will continue to do so. The Provost/EVP will be engaged in the surrounding communities, reaching out to develop relationships and to explore how the University can support rural and urban areas and identify how they can best work with the University and its multiple campuses. The Provost/EVP also will be expected to take advantage of the distinctive landscape of industry and government entities, as well as other higher education institutions across the state, to build partnerships for new research, revenue, and improved job opportunities for students. This external work also will include further deepening the University’s engagement with its alumni, as much of the population of New Mexico is UNM graduates.

Raise the national and international visibility and prominence of UNM

UNM is also looking for a Provost/EVP who can raise their visibility beyond state borders to tell the University’s great story of access, economic impact, and academic excellence to a broader audience, with the goal of raising national and international prominence. UNM has highly talented faculty, nationally and internationally recognized programs, accomplished administrators and staff, and a highly diverse and talented student body. Nonetheless, the University has not been successful enough in highlighting the academic excellence of the institution. The Provost/EVP will be a visible leader who will engage the nation and the world to expand UNM’s opportunities for future partnerships and encourage faculty, staff, alumni, and students to be members of a global community. The Provost/EVP also will be expected to engage local, national and international alumni in helping to spread the word about UNM and its successes. By increasing the visibility of the institution, the Provost/EVP will also assist in the

recruitment and retention of an even more talented and diverse faculty, staff, and student body, who would further promote academic excellence and national and international prominence.

Strengthen a sense of community, excitement, and anticipation for the future

The University is ready for a Provost/EVP who is both inspirational and collaborative and who can excite the outstanding and dedicated faculty, staff, and students for the future. They are looking for someone they can rally behind and trust with a renewed sense of mission and hope for the future, especially as they tackle tough budget situations, enrollment challenges, and other forces that work to undervalue higher education. To begin this important task, the Provost/EVP must value and embrace shared governance, reaching out to forge strong working relationships across the administration and with faculty governance, the Board of Regents, and deans, as well as with faculty, students, and staff at all levels. Along with the President, the Provost/EVP will play a key role in improving the morale and well-being of the campus community while also serving as a spokesperson for their successes.

Though there will be many institutional goals and relationships to tend to internally, the Provost/EVP will also be expected to reach out externally, building better relationships with the surrounding community, including Native American communities, Hispanic communities, local and state representatives and agencies, as well as with the many other communities the University touches, including the private sector and alumni. The intention should be broad outreach across the state, as only with the support of both internal and external constituents will the University thrive. It is imperative that the next Provost/EVP take the time to understand who UNM's stakeholders are and their diverse needs, to ensure the University engages them in a substantive, meaningful manner. Through relationship building and increased visibility, the Provost/EVP will find new ways to leverage UNM's many campuses to respond to regional and economic needs and expand the excitement and anticipation for the future.

Qualifications and Characteristics

The next Provost/EVP will bring most, if not all, of the following professional experiences and personal qualities to this position:

Minimum qualifications

- An earned doctorate or equivalent terminal degree;
- A record of scholarship and teaching requisite for an appointment as a tenured full professor;
- A record of leadership positions at institutions of higher education;

Preferred qualifications, experiences, and characteristics

- An articulated vision for the future of higher education and its dynamic landscape;
- Experience or understanding of the mission and challenges of public institutions of higher education;
- Experience working in a university system with multiple campuses;
- Experience in developing and executing academic strategies in a complex university that includes undergraduate, graduate and postdoctoral programs, and research across the disciplines;
- Excellent financial management skills, and demonstrated experience working with complex budgeting models; an astute understanding of university finances and the relationships between academic priorities, budgeting, and fundraising;
- A record of leadership in promoting equity and increasing diversity in all its forms;

- A demonstrated ability to work effectively and build relationships with a full range of external constituents, including alumni, donors, media, community members, government officials, and leaders in the private sector;
- An ability to lead improvement of academic performance to promote student success, particularly for retention and graduation;
- An ability to lead improvement of academic performance to promote faculty and staff success, particularly for recruitment, retention and promotion;
- Familiarity with diverse, multi-cultural environments similar to New Mexico
- A deep commitment to the mission of a public institution of higher education;
- A passion for students and belief in the power of education and research to change lives;
- Intellectual curiosity across disciplines;
- Proven ability to provide visionary strategic leadership and have an innovative and entrepreneurial spirit with the ability to take calculated risks through change management;
- An ability to promote faculty and staff success, and enhance recruitment, retention and promotion;
- A record as a global and interdisciplinary thinker, able to comprehend situations and ideas creatively across units, with a commitment to harnessing and facilitating the potential for collaboration;
- Outstanding written and oral communication skills with the ability to represent the University and act as a spokesperson and advocate for the University;
- The capacity to listen thoughtfully, consult with others, build consensus and develop an overarching vision and strategy for moving forward;
- A commitment to transparency in policy, strategy, and financial management, with an appreciation of and support for shared governance;
- The ability to make tough decisions and effectively implement those decisions;
- The ability to thrive in the public sector with well-developed political and diplomatic skills; adept at representing the institution's missions and goals with both the executive and legislative branches;
- Humor, grace, resilience, and a persona that evinces accessibility, kindness, and humility.

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 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 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, 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 f-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

UNM has retained Isaacson, Miller, a national executive search firm, to assist in this search. For more details, including the full position profile with a list of minimum and preferred qualifications, and to submit inquiries, nominations, and referrals, please see the Isaacson, Miller website for the search: www.imsearch.com/6854.



*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.

Appendix I: More about The University of New Mexico

UNM employs more than 27,000 people statewide, including employees of University Hospital. With the number of active alumni approaching 200,000, there are UNM alums in every state and more than 1,400 alumni outside the U.S. More than half of UNM's alumni choose to remain in New Mexico.

The UNM Health Sciences Center is one of only 38 academic medical centers in the U.S. to be awarded both a federal NCI-Designated Comprehensive Cancer Center and a NIH-funded Clinical and Translational Sciences Center. The UNM HSC has six Research Signature Programs (Brain and Behavioral Illness; Cancer; Cardiovascular & Metabolic Diseases; Child Health; Environmental Health Sciences; and Infectious Disease & Immunity) that have garnered over \$165 million in annual research funding from federal and private agencies. UNM Hospitals care for a large, diverse population with significant disparities in disease incidence and outcome, and complex and urgent health needs, providing more than \$135 million of uncompensated care per year. UNM HSC plays a key role and has a huge impact in developing New Mexico's health care workforce, training approximately 2,000 health professionals annually. Importantly, one-third of MD graduates and two-thirds of College of Nursing and College of Pharmacy graduates practice in New Mexico. *U.S. News and World Report's* 2019 edition ranks the UNM School of Medicine 20th in primary care and 72nd (tie) in research; specific areas also rank among the top 15: rural medicine ranks 3rd and family and community medicine ranks 11th. Additionally, in health disciplines, UNM's nursing midwifery program is ranked 7th.

The main campus research enterprise includes several nationally recognized interdisciplinary research groups focused on (i) ecology, climatology and bioinformatics, (ii) human evolution, (iii) social and behavioral dynamics and addictions, and (iv) photonic, microelectronic and energy materials research. Excellence in additional disciplinary units include computational and data sciences, high energy density physics, medieval studies, quantum information science, regional resource economics, southwest anthropological research, Latin American Studies and land arts of the American West. Annual research expenditures on main campus are approximately \$120M and the Office of the Vice President for Research employs a balanced approach to promote both funded and unfunded scholarship, research and creative activity. Under the leadership of President Stokes, UNM recently launched a Grand Challenges Initiative that will foster additional interdisciplinary efforts across main campus and the Health Sciences Center, engage community partners, and align university resources to address complex issues of importance to the people of New Mexico. These efforts to develop productive collaborations amongst faculty, students and staff as well as community engagement make UNM a comprehensive intellectual resource for its region.

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 in excess of \$450 million today. In 2008, at the request of the Regents, the Foundation transitioned to a stand-alone organization that receives all private gifts and has the responsibility of managing contributions to all University programs.

To provide UNM researchers at all levels the opportunity to protect and market their intellectual property and to catalyze commercialization of the University's inventions, the Board of Regents established STC.UNM in 1996. STC.UNM (formerly known as the Science & Technology Corporation @ UNM) is a nonprofit corporation formed and owned entirely by The University of New Mexico Board of Regents. It is a 501(c)(3) non-profit corporation with an independent board of directors. Located on UNM's south campus at the Science & Technology Park in Albuquerque, STC has proximity to research and development and laboratory facilities and other technology based companies, many of which are the creation of STC.

In addition to the UNM Foundation and STC.UNM, UNM operates several other wholly-owned 501(c)3 corporations, including the Lobo Development Corporation (<https://ldc.unm.edu/>), Lobo Energy, Incorporated (<https://iss.unm.edu/departments/lobo-energy.html>) and Innovate ABQ, discussed above.

UNM also has opportunities to have a greater impact on the national and global economies by leveraging its proximity and relationship with Mexico and other countries in Latin America, as well as its neighboring states.

Appendix II: Organization Chart

