Executive Summary

The University of New Mexico (UNM) invites nominations, inquiries, and applications for the role of Vice President for Institutional Support Services (ISS). This leadership role is part of the administrative branch of UNM reporting to the Executive Vice President for Finance and Administration and will serve on the university’s executive cabinet.

The University of New Mexico was founded in 1889 as New Mexico’s flagship institution. The university is the only R1 institution in the State and offers a wide variety of academic programs through 12 colleges and schools. These academic options include more than 215 degree and certificate programs, including 94 baccalaureates, 71 master’s, and 37 doctoral degrees. The UNM Health Sciences Center includes UNM Hospital, the only Level 1 Trauma Center in New Mexico, and offers over 40 health science degrees and residency programs. UNM is a Hispanic Serving Institution that takes pride in the extraordinary diversity of its students and in providing opportunities for students, regardless of socioeconomic background. UNM has 4 branch campuses across the state which provide academic and vocational training, leading to certificates, associate degrees, and transfers to baccalaureate programs.

The Vice President will lead the institutional support services division of the university. This division comprises 15 administrative units with over 600 staff and is devoted to providing the infrastructure and services necessary to attract students to campus and support them as they complete their educational journey. As a service-oriented division, ISS also supports faculty, staff, and students by finding the best solutions for the campus community and providing options in housing, transportation, entertainment, campus planning, facilities management, and much more. Each of the ISS departments aim to utilize the newest technologies and best practices in their industries to enhance the customer experience. ISS serves all divisions in the university while working toward the strategic goal of One University outlined in the UNM 2040: Opportunity Defined multiyear plan.

UNM is located in the city of Albuquerque, enrolls over 25,000 students and employs over 10,000 faculty and staff. The campus encompasses nearly 800 acres near old Route 66 in the heart of Albuquerque, a metropolitan area of more than 955,000 people. Albuquerque is a welcoming and active city that averages 310 days of sun, 11 inches of snow and 9 inches of rain each year. The University supports an NCAA Division I athletics program. The Lobos are a member of the Mountain West Conference. UNM is home to transformative, cutting-edge research, smart and compassionate health care providers, and brilliant, dedicated faculty and staff serving the educational needs of one of the most engaged and diverse student bodies in the nation.

The ideal candidate will have a bachelor’s degree and at least 10 years of experience directly related to the duties and responsibilities specified. The new leader should possess strong communication skills and have experience leading in a large complex matrixed organization. The Vice President is expected to collaborate with internal and external constituents, including members of the community, central administration, city, state, and federal government agencies and legislators.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 14.
Role of the VP for ISS

Reporting to the Executive Vice President for Finance and Administration, the Vice President for Institutional Support Services assumes overall responsibility for all facets of institutional support services, to include Campus Environments & Facilities and Campus Business Services. The Vice President ensures the activities of all component units align to fulfill the University’s requirements, goals, and objectives. Areas of oversight include facilities, space planning and management, capital projects, campus utilities, real estate, and a wide range of self-sustaining, revenue-generating campus business enterprises and related internal service organizations. An organizational chart can be found here.
Opportunities and Expectations for Leadership

The new Vice President for institutional support services will be asked to address the following interrelated priorities:

- **Provide administrative leadership that successfully supports a large and diverse portfolio of administrative units.**
  UNM is fortunate to have strong, committed and stable leadership with President Garnett S. Stokes and her highly respected executive team. While the Vice President for Institutional Support Services position is not new to the university, it has not been in place for several years. Reporting to Teresa Costantinidis, UNM’s Executive Vice President for Finance and Administration, the VP for ISS will serve on the executive cabinet of the university. This new campus leader will have the responsibility of leading a vast and diverse portfolio of administrative and service-oriented units, quickly coming up to speed with the unique opportunities and challenges of each unit. The new Vice President must be an exceptional leader who is comfortable and adept at managing and working with campus capital planning, real estate, and facilities management as well as the many and varied business units within the division.

- **Build and sustain an exceptional team.**
  The VP will provide leadership for a group of highly talented and dedicated unit leaders and staff and will be tasked with understanding and supporting the needs of each unit and its stakeholders. While each unit is unique there are many interrelated responsibilities that impact the entire division. Therefore, the incoming VP for ISS must be an effective team builder and supervisor who promotes a sense of trust and transparency throughout the organization. The new Vice President should have a keen understanding of the changing landscape of higher education and its impact on the workplace environment, and the ability to recruit and retain talented staff. They must also possess the financial acumen required to manage the diverse funding models in the various units while also providing leadership and advocacy that garner increased resources.

- **Serve as a strategic partner and collaborative leader for the university.**
  The new Vice President will become the face of ISS and will be expected to be a key contributor in advancing and implementing strategic initiatives across the university. They will promote the services of ISS throughout the university in the process of meeting the institutional goals of advancing the State of New Mexico, serving students and supporting research and teaching. This will be accomplished through a collaborative effort to implement the integrated campus plan and the asset management program to achieve institutional objectives. This new leader will also promote the goal of One University by actively engaging with all divisions and branches to learn their needs and create opportunities to leverage efficiencies across the university. Therefore, the new leader and their team must engage with other divisions such as health sciences, academic affairs, and athletics to understand their unique concerns and challenges and work together to find collaborative solutions.

- **Represent university initiatives, priorities and requests to various internal and external constituencies.**
  The Vice President must be effective and skilled at managing a complex political environment. They will be asked to explain, justify, and advocate for the university’s capital and business-related
priorities to various internal divisions as well as externally to the media, governmental agencies at the federal, state and local levels, prospective funding agencies and individuals, prospective vendors, and/or a range of constituencies within the community at large. Therefore, the ability to manage several ongoing projects and the willingness to develop strong partnerships and relationships across the community and throughout the state is vital to this role.

- **Examine administrative and operational structures and practices within ISS to ensure highest levels of effectiveness.**

ISS is a complex division comprised of 15 unique units, many of which are interconnected. While this complexity is an asset, it can also impede opportunities. The new VP for ISS will review the administrative and operational structures to ensure best practices inform all areas of the division. This will include evaluating organizational structures, operational structures, processes, and technologies to ensure that they are best serving the day-to-day needs of the UNM community. The VP for ISS will also promote a culture of continuous improvement and operational excellence that will enable ISS to continue to successfully navigate the rapidly changing landscape of higher education.
Professional Qualifications and Personal Qualities

Minimum Qualifications

- Bachelor’s degree; at least 10 years of experience directly related to the duties and responsibilities specified.
- Completed degree(s) from an accredited institution that are above the minimum education requirement may be substituted for experience on a year for year basis.

Knowledge, Skills and Abilities Required

- Strategic business planning and business management skills.
- Advanced and integrated knowledge and understanding of university business and support structures and processes.
- Knowledge and understanding of the mission, goals, and objectives of a major educational and research institution.
- Ability to analyze and interpret complex financial and operational data and prepare business reports, projections, and recommendations.
- Ability to lead, guide, and integrate strategic planning processes and organizational goal development.
- Excellent interpersonal skills and the ability to deal credibly and effectively with senior institutional leadership.
- Knowledge and understanding of organizational performance benchmarking and measurement concepts, principles, and techniques.
- Ability to foster a cooperative work environment.
- Skill in program planning, examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures at an institute of higher education.
- Demonstrated organizational and management skills.
- Advanced verbal and written communication skills and the ability to present effectively to small and large groups.
- Human resources management skills.

Conditions of Employment

- Employees in this job title are subject to the terms and conditions of an employment contract. Employment contracts are typically subject to review and renewal on an annual basis.

Working Conditions and Physical Effort

- No or very limited physical effort required.
- No or very limited exposure to physical risk.
- Work is normally performed in a typical interior/office work environment.
- The University of New Mexico provides all training required by OSHA to ensure employee safety.
Duties and Responsibilities

1. Supports UNM’s UNM 2040 One University Goal of strengthening the overall University and its impact by identifying gaps and prioritizing areas to streamline, integrate, and improve across all reporting units in order to provide coordinated, efficient, and high-quality services.

2. Provides oversight, alignment, support, and leadership to Campus Business Services, to include the development and execution of integrated business strategies to ensure ongoing fiscal stability and consistency.

3. Provides oversight, alignment, support, and leadership to Campus Environment & Facilities, to include the development and execution of strategies to improve the quality, efficiency, and responsiveness of systems and services.

4. Oversees the activities of the Lobo Development Corporation and Lobo Energy enterprises.

5. Provides strategic leadership and alignment in the development of short- and long-range goals and objectives for all operating units; evaluates operations and establishes comprehensive performance benchmarks and measurement systems for each component enterprise.

6. Ensures fiscal control for all activities across the organizational unit; oversees the development of annual budgets for the organization and performs periodic cost and productivity analysis.

7. Prepares and presents a range of analytical and operational reports to senior University administration and/or the Board of Regents pertaining to programs, services, developments, and/or issues related to areas of oversight.

8. Represents the University to various institutional divisions as well as externally to the media, governmental agencies, prospective funding agencies and individuals, prospective vendors, and/or a range of constituencies within the community at large.

9. Oversees and maintains the comprehensive integrated campus plan; ensures that the integrated campus plan remains responsive to institutional goals and objectives.

10. Designs, establishes, and maintains an organizational structure and staffing to effectively accomplish the organization’s goals and objectives; oversees recruitment, training, supervision, and evaluation of unit staff.

11. Recommends and participates in the development of university policies and procedures; may serve on university planning and policy-making committees.

12. Performs miscellaneous job-related duties as assigned.
About University of New Mexico

Founded in 1889 as New Mexico’s flagship institution, with a total enrollment of over 29,600 students (44 percent Hispanic and 14 percent Native American) across multiple campuses, the University of New Mexico now occupies nearly 800 acres near old Route 66 in the heart of Albuquerque, a city of more than 500,000 people in a metropolitan area of nearly a million. The university has branch campuses in Gallup, Los Alamos, Taos, and Valencia County, plus an HSC extension campus in Rio Rancho, also home to the UNM Sandoval Regional Medical Center. UNM’s libraries, museums, galleries, and performance spaces are rich cultural resources for the state. UNM is a federally designated Hispanic-serving institution.

UNM offers 94 baccalaureate, 71 masters and 37 doctoral degrees. Home to the Lobos and contenders in the Mountain West Conference, UNM athletics draw fans from all over. The University Arena or “The Pit” is one of college basketball’s most famous and recognizable buildings. In fact, The Pit was ranked 5th by the Travel Channel as one of the best college basketball venues.

UNM is a place where cutting-edge research and creative endeavors flourish. As a very high research activity (R1) institution, UNM research injects millions of dollars into New Mexico’s economy, funds new advancements in health care, and augments teaching—giving students valuable hands-on training in state-of-the-art laboratories.

Mission

As the state’s premier institution of higher learning and provider of health care, the University of New Mexico promotes discovery, generates intellectual and cultural contributions, honors academic values, and fosters an educated, healthy, and economically vigorous New Mexico.

Vision

Be a global leader in realizing human potential, addressing critical community challenges, and demonstrating the power of inclusive diversity.

Values

EXCELLENCE
We value excellence in all of our work, and we strive to perform and achieve at the highest levels.

INCLUSION
We respect and celebrate the differences of all persons and value working in a collaborative environment where diversity is cherished and there is a shared sense of belonging.
ENVIRONMENT
We are dedicated to the protection of our planet to ensure the health, well-being, and success of future generations.

INTEGRITY
We value fairness, honesty, and transparency. We are good stewards of the resources that have been given to us.

PLACE
We are dedicated to the peoples and places of New Mexico even as we reach for global impact for the benefit of all humanity.

About Institutional Support Services

Institutional Support Services (ISS) is a division of business, facilities, and real estate professionals who focus on providing a variety of services to UNM students, staff, faculty, visitors, and patrons. ISS is part of the administrative branch of UNM and reports to the Office of the Executive Vice President for Finance and Administration. ISS employs over 600 employees, within 15 diversified areas. Click here to view the current organizational chart.

Institutional Support Services is a UNM administrative division that has a direct impact on student success. The entire campus community relies on a variety of ISS departments to provide a beautiful, functional, and culturally rich environment for learning, research, and collaboration. From course materials and supplies to clean, efficient campus facilities, all ISS departments exist to support the UNM mission and vision.

A service-based division, ISS finds the best solutions for the campus community and provides options in housing, transportation, entertainment, business needs, facilities management, and more. We encourage our staff to take pride in their work and be committed to providing exceptional customer service. Each ISS department utilizes the newest technologies and best practices in their industries to enhance the customer experience. From finding alternative transportation options to selecting a great live show, ISS departments exist to provide solutions.

Core Values of ISS

- **Customer Satisfaction**: Achieving excellence in our products, services, and programs to surpass customer expectations.
- **Quality**: Holding to the highest level of standards to achieve excellence.
- **Integrity**: Possessing strong moral and ethical principles to do what is right.
- **Fiscal Responsibility**: Creating, optimizing, and maintaining a balanced budget by promoting revenue growth, controlling costs, and setting performance targets to support strategic priorities.
- **Collaboration**: Working jointly through teamwork and cooperation to accomplish our goals.
- **Adaptability**: Looking forward to and valuing continuous improvement, innovation, and flexibility.
- **Wellness**: Promoting both physical and mental health, as well as work life balance for optimal employee wellbeing.
- **Effectiveness**: Executing with precision to achieve results.
Objectives of ISS

- Promote revenue growth.
- Control costs.
- Set performance targets.
- Support strategic priorities.

Campus Business Services

- New Mexico PBS
- UNM Residence Life & Student Housing (RLSH)
- UNM Bookstores
- UNM Public Events/Popejoy Hall
- UNM Ticketing Services
- UNM Food
- LoboCard Office
- UNM Golf Courses
- UNM Staff Council Administration

Campus Environments & Facilities

- UNM Facilities Management (FM)
- Planning, Design, & Construction (PDC)
- UNM Real Estate Department (RED)
- UNM Parking & Transportation Services (PATS)
- UNM Capital & Space Strategies

University Research Park
Economic Development Act
Organizations (501C3)

- Lobo Development Corporation (LDC)
- Lobo Energy Incorporated (LEI)

ISS Shared Services

- ISS Information Technologies (IT)
- ISS Creative Services
- HR Shared Services
Leadership

Garnett S. Stokes, President

Garnett S. Stokes was installed as the 23rd president of The University of New Mexico on May 12, 2018. She is the first woman to hold the post in the university’s history.

A tireless advocate for a transformative student experience, an empowered faculty, and a campus culture of continuous improvement, Stokes brings to New Mexico’s premiere R1 university more than four decades of experience and enthusiasm—as well as the unflagging energy needed to ensure the University of New Mexico thrives as a great place to work, live, and learn.

Shortly after taking office in 2018, Stokes journeyed on an unprecedented statewide “listening tour,” covering 4,300 miles as she travelled through all 33 of New Mexico’s diverse counties. Her meetings with thousands of New Mexicans—hearing their stories and learning of their hopes and expectations—helped frame her immediate presidential priorities of promoting campus safety, supporting student veterans, and advancing the university’s mission of world-class research. Stokes continues to hold regular office hours, routinely engaging with faculty, staff, and students for their input and commentary.

Throughout her distinguished career as an educator and leader, Stokes has been praised for her commitment to building outstanding leadership teams dedicated to student success. At UNM, she continues in this tradition, hiring diverse and talented leaders from across the nation to fill key roles at the university, including the Executive Vice President for Health Sciences, Provost and Executive Vice President for Academic Affairs, Senior Vice President for Finance and Administration, Vice President for Enrollment and Management, and Vice President for Equity and Inclusion.

Under Stokes’s leadership, UNM has embarked on a journey of academic excellence, self-reflection, and collaborative problem-solving to identify effective ways to make the University of New Mexico a better and more engaging place to learn, work, and live. Since her arrival, UNM has received the Carnegie Community Engagement Classification, a designation that indicates institutional commitment to community engagement, and one of only 119 institutions to earn such a designation. UNM is also among the highest number of Fulbright awardees in the country.

As president, Stokes has worked tirelessly to seamlessly coordinate UNM’s core missions of conducting top-tier research, compassionate and quality health care and health services, and providing access to a quality education for one of the most diverse student populations in the nation. She has made it a priority to promote and support collaborative efforts of the UNM community that benefit the entire State of New Mexico. In collaboration with the Board of Regents, she continues to strengthen relationships with key stakeholders to advance UNM’s mission.

In February 2019, Stokes announced the UNM Grand Challenges, calling on researchers across disciplines to address problems of global, national, and regional significance. After receiving proposals from research teams across UNM’s campuses, Stokes chose to focus on three key areas as part of the newly-established UNM Grand Challenges: Sustainable Water Resources, Successful Aging, and Substance Use Disorders.
She charged researchers with developing goals that enable multiple paths towards solutions and that are relevant across varied disciplines and communities. Since 2019, Grand Challenges teams have generated more than $20 million in funding, and continue to implement education and community outreach events and initiatives to improve lives around the State of New Mexico.

Prior to her arrival at UNM, Stokes served as Interim Chancellor, Provost and Executive Vice Chancellor for Academic Affairs at the University of Missouri, and was Provost and Executive Vice President for Academic Affairs and Interim President at Florida State University. She has also been a faculty member, Chair of the Department of Psychology, and Dean of the Franklin College of Arts and Sciences at the University of Georgia.

A first-generation college graduate, Stokes earned her 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. For nearly three decades, she served as a professor in the psychology department at the University of Georgia, including seven years as dean of UGA's Franklin College of Arts and Sciences.

Her husband, Dr. Jeff Younggren, is a forensic psychologist and a retired Colonel in the U.S. Army. They have two children and four grandchildren. President Stokes and Dr. Younggren reside on campus at University House.

**Teresa Costantinidis, Executive Vice President for Finance and Administration**

Currently serving as the University of New Mexico’s Executive Vice President for Finance & Administration, Teresa Costantinidis is responsible for the units that provide financial, administrative, and operational support functions to the UNM Community including Financial Services, Human Resources, Information Technologies, Police Department, Environmental Health & Safety, Policy, Strategic Initiatives and Institutional Support Services. Teresa works closely with senior leadership, including the President, Provost, EVP for Health Sciences, Deans, Regents, and the UNM Foundation.

Teresa has higher education budget, financial, and administrative management experience spanning over 35 years. Prior to this position, Teresa was the University of California, San Francisco’s Vice Chancellor and Chief Financial Officer, responsible for planning and administering the overall campus operating and capital budgets, costing policy, federal indirect cost rate negotiations, recharge, enterprise-wide decision support, risk management, insurance services, and planning and institutional analysis. At the UC Berkeley campus, Teresa served as the Assistant Vice Chancellor for Budget & Resource Planning and Senior Assistant Dean and Chief Operating Officer for the Haas School of Business.

Teresa is an active and contributing board member to professional and community organizations including the Western and National Associations of College and University Business Officers, Lobo Energy Incorporated, UNM Rainforest Innovations, Lobo Development Corporation, the Harwood Museum, and the New Mexico Public Broadcasting Service. She holds an MBA degree from UC Berkeley, and a BS degree in Biological Sciences from UC Davis.
Albuquerque, NM

The cultural capital of the Southwest, Albuquerque's ethnic tapestry is reflected in its architecture, artwork, cultural centers, and cuisine. Recognized as one of the most culturally diverse cities in the country; countless customs and traditions are a vibrant part of daily life in the city.

The most populous city in the state of New Mexico, this high-elevation city serves as the county seat of Bernalillo County, and is situated in the north central part of the state, straddling the Rio Grande. Albuquerque is a metropolitan area of more than 955,000 and as of the July 1, 2018 population estimate from the United States Census Bureau, it ranks as the 32nd-largest city in the United States. The Sandia Mountains run along the eastern side of Albuquerque, and the Rio Grande flows through the city, north to south. Smaller surrounding cities, Rio Rancho, Bernalillo, Placitas, Corrales, Los Lunas, Belen, and Bosque Farms comprise the Albuquerque metropolitan area.

Albuquerque is home to the University of New Mexico (UNM), and Central New Mexico Community College (CNM), and a variety of public and private schools that offer a wide array of options. The Albuquerque Academy was recently ranked as the fifth-best independent high school in the nation by bestcolleges.com. Significant employers in the region include: Sandia National Laboratories, Los Alamos National Laboratory, Ernest Health, United Healthcare, Intel, Hewlett-Packard, General Mills, Bank of America, and others.
Named one of the 50 Best Places to Travel in 2018 by Travel + Leisure, Albuquerque is an outdoor enthusiast's paradise. With more than 310 days of sunshine per year, Albuquerquans of all ages enjoy events such as the Albuquerque International Balloon Fiesta and exploring area parks like Petroglyph National Monument. During the winter, residents are quick to head to the mountains for ski weekends. In addition to outdoor recreation, Albuquerque enjoys a thriving art scene with a wide array of local galleries and a burgeoning performing arts scene. Families enjoy visiting Albuquerque's zoo, aquarium, and museums, such as the New Mexico Museum of Natural History and Science and the Explora Science Center and Children's Museum.

The city offers a diverse range of shopping, from major retailers to many local boutiques. Nob Hill still sports the neon signs of its Route 66 heyday, now lined with fun locally-owned shops and restaurants. New Mexico's legendary green chile dominates the culinary scene; however, Albuquerque also has a growing craft beer scene and several local wineries.

Albuquerque's warm and inviting community, low cost of living, temperate climate, and rich culture make it the ideal area to live, work, and play.
Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of New Mexico in this search. For fullest consideration, candidate materials should be received by Friday, September 8.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:

Jeff Compher and Cathryn Davis

UNMVicePresidentISS@wittkieffer.com

The University of New Mexico is an affirmative action, equal opportunity employer, making decisions without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, veteran status, disability, or any other protected class. We are committed to hiring and retaining a diverse workforce and are dedicated to the goal of building an inclusive and pluralistic faculty and staff. We are committed to teaching and working in a multicultural environment.