



## **Opportunity and Challenge Profile**

*The University of New Mexico  
Search for the Vice President for Research  
Albuquerque, NM*

The University of New Mexico (UNM) seeks a strategic and entrepreneurial academic leader to serve as the next Vice President for Research (VPR) and to catalyze efforts to enhance research and academic excellence while addressing major global challenges and the pressing needs of New Mexico. The University is powered by close to 3,200 faculty and 6,500 staff working across seven campuses including 15 colleges and schools, and the Health Sciences Center. 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; drives advances in healthcare, national defense, community engagement, knowledge of human society, and the arts; critically augments teaching; and provides students with intellectual challenges as well as valuable hands-on training in state-of-the-art laboratories, libraries, and studios.

UNM provides education to nearly 28,000 students, more than 80 percent of whom are New Mexico residents. The University has one of the most diverse student bodies of any major research university in the nation, is one of only eight Hispanic-Serving Institutions in the U.S. that has a Carnegie Classification of Highest Research Activity ("R1"), and one of 119 institutions to receive the 2020 Carnegie Community Engagement Classification. Research expenditures for UNM in the fiscal year 2019 top \$310M with approximately \$120M coming from the main and branch campuses and the remainder from the Health Sciences Center. However, there is tremendous potential for the University to increase funded research, scholarly work, creative enterprises, and community engagement that will further enhance the impact of the University on its communities, the state of New Mexico, and the world at large.

It is a pivotal time for a new VPR to be joining UNM as the University is experiencing a renewed sense of possibility and promise after the hiring of many new leaders joining a group of highly dedicated individuals, all of whom have high aspirations for the University. UNM, like other universities, must deal with the impact the COVID-19 pandemic will have on enrollment, resources, and the research enterprise. But, the new VPR will be able to leverage a highly diverse and talented faculty and the many great assets of the University and in the state of New Mexico. Major research partners include Los Alamos National Laboratory, Sandia National Laboratories, the Air Force Research Laboratory, White Sands Missile Range, a burgeoning commercial space sector, and the other research universities within the state (New Mexico State University and New Mexico Institute of Mining and Technology). New Mexico and Albuquerque also have world-renowned arts and culture organizations, along with many national corporations and non-profit organizations, and an active technology transfer office (STC.UNM) with which to partner. UNM is among the Top 100 Worldwide Universities granted U.S. utility patents in 2019.

The new VPR will look to find new ways to partner to increase the impact of research, scholarship, and creative activities in New Mexico, generate additional revenue in support of all research endeavors during this financially challenging time, and drive economic development. The campus community is eager to welcome a new VPR who will partner with faculty and University leadership, including those in the Health Sciences and on the branch campuses, to build on the University's many strengths and lead the University into new scientific, scholarly, and creative endeavors.

UNM seeks a collaborative and forward-thinking VPR who can help the University achieve further distinction by addressing the following key opportunities and challenges:

- Create a vision, strategy, and plan to grow research, scholarship, and creative activity
- Advocate for University of New Mexico research, scholarship, and creative works
- Establish and expand sustainable local and national partnerships to increase funding and have a larger impact on New Mexico and beyond
- Reexamine funding priorities and the F&A distribution model and create incentives for research growth
- Enhance and sustain a robust, service-oriented research and administrative infrastructure

A list of the desired qualifications and characteristics of the VPR can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national search firm. 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, 20 years before its namesake would become a state. The University now offers over 215 degree and certificate programs, 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 Albuquerque Campus and over 6,500 at the branch campuses in Gallup, Los Alamos, Taos, and Valencia, as well as a campus and regional health center in Rio Rancho. The Albuquerque Campus student population reflects the ethnically diverse population of New Mexico and includes historically underrepresented groups - approximately 44% of the student population is Hispanic, 5% are Native American, 4% Asian, 2% African American, 3% multi-racial, and 5% are international. The Hispanic student population includes some with deep roots going back many generations in the region while others are recent immigrants from a variety of nations in Latin America; Native American students come 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 equally diverse, with, for example, the student population of the Gallup campus being nearly 70% Native American. It is a point of pride that the University is composed of a complex intersection of cultures and backgrounds.

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. Historically, UNM Main Campus in Albuquerque has also offered upper-division and 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. Faculty publish in high impact professional journals such as *Science*, *The New England Journal of Medicine*, *Nature*, *Biological Psychiatry*, *Proceedings of the National Academy of Sciences*, *Journal of the American Chemical Society*, *Physical Review Letter*,

*International Journal of Art and Design Education*, and *Journal of Politics*, as well as with major academic publishers such as Cambridge University Press and Oxford University Press, and with the University of New Mexico Press. UNM professors have been quoted in local newspapers and media, and in national publications such as *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, National Public Radio, local news stations, and other television and radio shows. As a dynamic visual and performing arts center for the vibrant arts community of Albuquerque, the University presents over 300 public performances, exhibitions, installations, and art lectures annually.

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

### ***University 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. A first-generation college graduate with a track record of higher education leadership, President Stokes previously served as Interim Chancellor, Provost and Executive Vice Chancellor for Academic Affairs at the University of Missouri, as Provost and Executive Vice President for Academic Affairs and Interim President at Florida State University, 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.

Dr. James Paul Holloway is Provost and Executive Vice President for Academic Affairs. Prior to his appointment on July 1, 2019, Provost Holloway was the Vice Provost for Global Engagement and Interdisciplinary Academic Affairs, Arthur F. Thurnau Professor, and professor of Nuclear Engineering and Radiological Sciences at the University of Michigan.

### ***Current Context of Research at UNM and the Office of the Vice President for Research***

In the fiscal year 2019, UNM attracted a total of \$310 million in contract and grant research funding, with annual research expenditures on main and branch campuses of approximately \$120 million, down from a five year high of \$123M in the fiscal year 2017. Main Campus research, scholarship, and creative activity include several nationally recognized interdisciplinary research groups focused on: bioinformatics and collections-based research; ecology and climatology; human evolution, social and behavioral dynamics, and addictions; materials science and optical sciences and engineering; and quantum information science and technology. Excellence in additional disciplinary units includes computational and data sciences; high energy density physics; medieval studies; regional resource economics, water, and environment; southwest anthropological research and socio-cultural studies, Latin American studies, and land arts of the American West. Developing areas of research and scholarship strength include community-engaged arts, education,

and public health; high performing computing; neuroscience, learning, cognition and memory; and clean energy systems.

The [UNM Health Sciences Center](#) (HSC) has a separate research enterprise and leadership. with exciting opportunities to increase collaborations with the Main Campus. The HSC has six Research Signature Programs (Brain and Behavioral Illness; Cancer; Cardiovascular & Metabolic Diseases; Child Health; Environmental Health Sciences; and Infectious Disease & Immunity). Some key drivers of the research funding at the HSC include the Comprehensive Cancer Center, the Clinical and Translational Science Center (CTSC), and the Center of Biological Research Excellence (CoBRE). The HSC garnered \$190 million in annual research funding from federal and private agencies in the fiscal year 2019.

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 would be critical to maintaining UNM's status as a first-class research university that can lead the state and 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 will foster additional interdisciplinary efforts across the Main Campus and the Health Sciences Center, engage community partners, and align university resources. In the Spring of 2019, President Stokes announced the three Grand Challenges (one led by UNM Main Campus, one led by UNM Health Sciences Center, and one with shared leadership between the two campuses) that aim to tackle the complex issues of sustainable water resources, substance use disorders, and successful aging for the people of New Mexico. These efforts have generated productive collaborations amongst faculty, students, and staff as well as community stakeholders that promote UNM as a comprehensive intellectual resource for its region.

There are three types of centers and institutes at UNM. Category 1 research centers are within academic departments, category 2 centers are within a colleges or schools, and category 3 centers cut across units of the university and are under the Office of the Vice President for Research (OVPR). There are currently 10 research [centers and institutes](#) managed by the OVPR. They each have broad faculty and interdisciplinary representation, as well as external grant funding and interdisciplinary programs. The OVPR provides an overarching management support structure that includes high-level HR, Facilities, Financial, Information Technologies, and Management assistance and staff development. While some of these [centers and institutes](#) support themselves through grants and contracts, others are centrally funded by the OVPR as they provide support, research, and analysis of importance to New Mexico and UNM.

The administrative costs of the Office of the Vice President for Research, including support for the Centers and Institutes, are currently entirely funded by the recovery of Facilities and Administrative (F&A) costs from grants to main campus researchers. Additional F&A is returned to the OVPR from grants to HSC investigators that include collaborations with main and branch campus researchers, based upon the level of effort by the investigator on the main or branch campus. After the OVPR costs are covered, the F&A is then distributed to schools, colleges, departments, and PI's. This is commonly referred to as a "top slice" model of distribution.

### **Key UNM Research Partners and Potential Partnerships**

Established in 2006, the New Mexico Consortium (NMC) is a partnership with [Los Alamos National Laboratory](#), the [UNM, New Mexico State University](#), and the [New Mexico Institute of Mining and Technology](#) to develop, implement and continually improve models that encourage and support collaborative research across its partner institutions. The NMC was formed to anticipate what it takes for LANL, universities, and industry to work together. Research within the NMC includes [Advanced](#)

[Computing](#), [Biofuels](#), [Biomedical & Human Health](#), [Climate Change](#), [Material Science](#), [Neuromorphic Computing](#), [Plant Biology & Agriculture](#), [Physics](#), [Seismic Research](#), [Space Science](#), and [Web Data Analysis](#).

To provide UNM researchers at all levels with 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 is being renamed this year to UNM Rainforest Innovations. UNM Rainforest Innovations is a 501(c)(3) nonprofit corporation formed and owned entirely by The University of New Mexico Board of Regents with an independent board of directors. Located in the Lobo Rainforest Building just off historic Route 66 in downtown Albuquerque, UNM Rainforest Innovations has proximity to research and development and laboratory facilities and other technology-based companies, many of which were created with help from STC.UNM.

In addition to the UNM Foundation and UNM Rainforest Innovations, UNM operates several other wholly-owned 501(c)3 corporations, including the [Lobo Development Corporation](#), [Lobo Energy, Incorporated](#), and [Innovate ABQ](#), an entrepreneurial hub being developed as a premier downtown innovation district for researchers, investors and entrepreneurs around the Lobo Rainforest building. The vision of Innovate ABQ is to create a one-stop-shop approach for companies, entrepreneurs, and investors seeking to evaluate new technology and create new business opportunities in New Mexico. The mission will be achieved by commercializing new technologies developed at New Mexico's research universities, by public/private partnerships 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 lack of a diverse industrial and corporate base 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 Innovation Academy, also located in the Lobo Rainforest, is a meta-curricular program designed to be UNM's student incubator for ideas and businesses that provides an opportunity for students to infuse creativity, innovation, and entrepreneurship into their degree.

There is also great potential for UNM to have an even larger impact on the local and state economy by leveraging the great resources around the state, including industry, national labs, the human services and nonprofit sector, and a vibrant artistic community. UNM must continue to work on building the deep, statewide support that a major research university should earn by consistent attention to the needs of their stakeholders and their own reputations. 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, White Sands Missile Range, the federal research laboratories Los Alamos National Laboratory and Sandia National Laboratories, and the Air Force Research Lab. By being one of the primary sources of human capital for these institutions, UNM has built some key relationships with these entities, but there are opportunities to do more. Recent success in developing collaborative intellectual property agreements is an example of how these very different institutions can work synergistically. Additionally, one in 10 jobs in New Mexico is in the arts and culture industries, making UNM's strong creative arts scholarship and education a hub for this economic driver. A new UNM initiative underway in Santa Fe is focused on providing UNM with a physical site in a newly developing creative district, which will bring together creative companies in design, arts, and technology.

The State of New Mexico is also facing many challenges and, as a major research university, UNM will be expected to help the state overcome these challenges and position it for greater success through research. The COVID-19 pandemic raises issues not only related to medicine and health but also to a myriad of other issues including social justice, technology, and education. There has been a long-standing need to build a more diverse economy that is less reliant on extractive industries and the federal government. Like most states, New Mexico is challenged to develop and integrate the rural areas of the state into the 21<sup>st</sup>-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 a world-renowned cultural center, Las Cruces a manufacturing and defense hub, and Farmington and Hobbs have strong foundations for natural resource development. 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. UNM also has an opportunity to have a greater impact on the national and global economies by leveraging the proximity and relationship with Mexico and other countries in Latin America, as well as its neighboring states. Opportunities also exist in healthcare and in some of the signature strengths of New Mexico and the University, such as tourism, technology, and Native American art, culture, Indigenous knowledge, and languages.

### **Role of the Vice President for Research**

Reporting to the Provost and Executive Vice President for Academic Affairs, and working in close collaboration with deans, faculty, and staff, the main campus VPR is the main facilitator and advocate for creativity and innovation in the university's research mission and is responsible for assuring the effective infrastructure and administration of research at all stages, ensuring its integrity and excellence on the main and branch campuses. The VPR directly manages an annual budget of \$20.4 million. The Office of the Vice President for Research (OVPR) includes the units of Administration and Finance, Research Centers and Institutes, Faculty Research Development Services, and Strategic Advisors. The Offices of Sponsored Projects (OSP) and Research Compliance have dual reporting lines to the VPR. OSP also reports to the Controller and Research Compliance also reports to the Office of Research in the Health Sciences Center. The OVPR manages research projects and joint faculty hires with the national labs. Pre- and Post-award services report to the Director of OSP. The office includes an Associate Vice President for Research, who works directly with the Office of Sponsored Projects, and a part-time Assistant Vice President. The OVPR also manages 10 research (level 3) [centers and institutes](#).

The VPR is a member of the UNM's leadership team and guides institutional strategic planning for research and scholarship and sponsored program development. The VPR is also responsible for engaging campus constituencies in multidisciplinary research opportunities and the development of campus-wide initiatives to enhance UNM's visibility and role as a driver of economic development in the State of New Mexico and beyond. This includes active recruitment and development of multi-university, national lab, industry, and community partnerships. The VPR represents the University in the New Mexico Consortium and serves on the board for the UNM Rainforest Innovations. The VPR works with the UNM Foundation to cultivate donors and funding sources and to make connections with faculty. The VPR works closely with the Liaison to the National Labs, who reports to the Provost, and with the Office of Research in the Health Science Center.

### **Key Opportunities and Challenges for the Vice President for Research**

The new VPR will be an advocate for the mission and values of the institution and will help propel UNM on the pathway of innovation and problem solving to better support New Mexico and the world through research and academic excellence. In order to help the University achieve its many ambitions, the VPR will address several key opportunities and challenges, detailed below:

#### **Create a vision, strategy, and plan to grow research, scholarship, and creative activity**

Working closely with faculty, University leadership and external constituents, the VPR will create a new vision and plan to grow the research enterprise to have an even larger impact in the state and beyond and to advance high-impact scholarship and creative activity that aligns with the University's goals as a major

public research university of the 21st century. This plan will be developed as part of the UNM 2040 vision, a multi-year planning process designed to envision the role of UNM in higher education in the decade of the 2040s, when all research universities will be majority-minority, as UNM already is. The research plan will build upon the Research2020 plan and develop and execute the three Grand Challenges of Successful Aging, Substance Use Disorders, and Sustainable Water Resources to address New Mexico's most pressing issues, in partnership with other researchers, communities, and stakeholders across the state. This plan will create a bolder vision that will inspire and embrace the entire University community in the greater research endeavor, strategically identifying the areas of existing and emergent strength of UNM that should be prepared and fostered for larger impact. The plan will clearly identify the need to foster and encourage collaborations, especially between the health sciences and the wealth of other disciplines at UNM, while also supporting and expanding partnerships externally with national labs, foundations, corporations, federal and state agencies, and in the community at large with a clear mission to increase the amount and types of funding and support for the University.

The VPR will leverage the current strengths of the faculty and will work closely with the Provost and Deans to help foster a culture that supports all faculty across disciplines and types of external support for their research and scholarship.

### **Advocate for University of New Mexico research, scholarship, and creative works**

The VPR will be a respected and visible voice for UNM research within the state, working with the President, Provost, the new Executive Vice President for the Health System, and other UNM leaders to make sure that the benefits of the University's research are well understood and valued by the legislature and throughout New Mexico. This will involve working with corporations, foundations, and civic entities to engage them in support for the cause of UNM research among the competing demands on public money. It will also require a stronger partnership with the Health Sciences Center.

In telling the UNM story, the VPR will be a voice for all disciplines. The VPR will work closely with University Communications and Marketing, as well as with Deans and other senior leaders to increase the visibility of the great work happening at UNM. This will involve highlighting the humanities, arts, and social sciences along with the more well-funded STEM disciplines. While the attainment of large grants will continue to be celebrated, the VPR will also be committed to finding ways to fund, seed, and support community-engaged research and activities that support the University's mission and societal needs. The VPR will work closely with the Deans to ensure the infrastructure necessary to support faculty of all disciplines and will organize regular events for researchers to come together to highlight their great work for celebration and discovery.

### **Establish and expand sustainable local and national partnerships to increase funding and have a larger impact on New Mexico and beyond**

The VPR will lead and encourage outreach to sustain, strengthen, and form new relationships with state and federal funding agencies and entities, industry, national laboratories, corporations, foundations, and other universities, identifying translational opportunities and ensuring mutually beneficial collaborations that benefit New Mexico and UNM. The VPR will be expected to build and strengthen relationships in New Mexico and Washington, D.C., showcasing the university, creating connections for the Deans and faculty, and making a case for state and federal funding opportunities wherever possible. Although partnerships with national labs and other government entities in the state are going well, the VPR will work across entities to promote additional funding opportunities while also minimizing barriers for a timely response to these endeavors. The VPR will work closely with the UNM Foundation, the Health Sciences Center, and

UNM Rainforest Innovations to drive innovation and economic development, connecting faculty to industry and other funding sources to respond to their needs and bring in new revenue.

During an especially challenging financial time, it will be especially important for the VPR to lead institutional efforts to increase revenues through research grants and contracts, corporate partnerships, fundraising initiatives, foundation partnerships, legislative support, and all other available means necessary to ensure that faculty have the funds necessary to support their research, scholarship, and creative works and further strategic investments. The VPR will also find new avenues for external support and seed particularly promising areas with new resources, with the aim of further diversifying and growing funding sources for all researchers at the University.

### **Reexamine funding priorities and the F&A distribution model and create incentives for research growth**

The VPR will lead an effort to review the funding structure of the Office of Research and the F&A distribution model to ensure that they best support the growth of research and provide incentives for activities that will support the vision for research at UNM. The ideal funding model will allow the VPR to support and enable strategic allocation of resources and provide incentives to encourage research productivity across all disciplines and centers and reward success and impact. It should also allow the VPR to support Deans in the recruitment and retention of diverse faculty to assist in recruiting and retaining diverse research talent, and encourage the growth of external research support.

The VPR will be transparent around where the money is flowing and why, and the VPR will keep the UNM community updated as priorities shift. This funding model should also encourage faculty to pursue new opportunities, including interdisciplinary collaborations. The VPR will be expected to review F&A distribution on a regular basis, ensuring optimal indirect cost allocation to reflect changes in research strategies while supporting facilities and university-wide initiatives for research.

Due to current administrative and financial structures, there are few incentives to work across colleges or campuses, or to work with UNM Rainforest Innovations or the UNM Foundation to take advantage of new funding opportunities or other impactful research endeavors. Working closely with Deans, Associate Deans for Research, and senior leadership across the University, the VPR will work to minimize institutional barriers and facilitate new and innovative collaborations so faculty are encouraged to collaborate outside their colleges or centers and can respond in a more timely way to research opportunities as they arise. The VPR will find new ways for the University to come together by actively seeking opportunities for UNM to partner internally and externally, and ensuring UNM is best positioned to take advantage of large, interdisciplinary funding opportunities.

### **Enhance and sustain a robust, service-oriented research and administrative infrastructure**

In recent years, the OVPR has made important strides in providing a more comprehensive, supportive structure to better serve faculty research endeavors, especially in pre-award support, and the VPR will be expected to continue these efforts, ensuring a high level of customer service while also building community within the office despite limited resources. There has been turnover in the office in recent years, and there will be some key vacancies to fill by the VPR, but there has been progress in hiring new staff. The VPR will leverage this newer team to provide even better service moving forward.

The VPR will evaluate the current structure and find new ways to promote efficient, effective delivery of research support services for training faculty, approving research protocols, research computing and technology, notifying faculty about funding opportunities, compliance, developing grants, and creating a more transparent and efficient post-award process, among other services. This will involve working closely



with the Offices of Sponsored Projects and Compliance on policies and procedures, adapting them when possible to minimize bureaucracy. The VPR should be well-versed around state and federal regulations to ensure researchers are in compliance and accountable and to allow for adjustments where possible in support of faculty. The VPR will also work with the Library and with Information Technology services to ensure a more seamless infrastructure, with Finance and Administration to ensure the core facilities needed for increased productivity, and with the Health Sciences Center to ensure integration and sharing of services as appropriate. The VPR will work closely with senior leadership and the Deans and Branch Chancellors to ensure that among them they have the services to support faculty research, scholarship, and creative activity across disciplines. UNM faculty and researchers should feel that they are equipped with the tools and resources necessary to move quickly when new opportunities emerge and supported with a seamless and timely response by OVPR through to completion of the project.

### **Qualifications and Characteristics**

#### Minimum Qualifications:

- An earned doctorate or equivalent terminal degree and/or demonstrated exceptional scholarly/artistic achievement;
- A distinguished record of scholarship, teaching, and/or creative work requisite for an appointment as a tenured full professor.

In addition, the University seeks a proven leader with a distinctive record of achievement who will have most, if not all, of the following professional qualifications, skills, experiences, and personal qualities listed below:

- Strong administrative experience and skills and the ability to make difficult decisions in a transparent and consultative manner.
- Ability to develop, articulate, and champion a shared vision for research at UNM and the role of this research in the state and to the nation.
- Understanding of budgeting, working within existing resources, and of building resources
- Demonstrated excellence in leading/managing a complex organization with a broad focus.
- Commitment to diversity, equity, and inclusion.
- Experience in promoting research across disciplines, including the Arts & Humanities.
- Interest in collaboration across the University and beyond.
- Experience in developing community, industry, funding agency, foundation, and other external partnerships.
- Excellent written and oral communication skills and the ability to be an effective spokesperson for the unit.
- Interest in and ability to grow the research, scholarly, and creative enterprise of UNM.
- Interest in and ability to build faculty and student success in connection with our research and creative enterprise.
- A commitment to transparency in policy, strategy, and financial management, with an appreciation of and support for shared governance.
- Highest ethical standards in all matters.
- Excellent skills in working with a variety of people and an ability to bring people together and work towards shared visions.
- Because UNM is authorized to do classified research, the ability to hold or qualify for a security clearance is desirable, but not essential.
- Sense of humor.

## Location

New Mexico is known as "The Land of Enchantment" or "Tierra del Encanto" because of its scenic beauty and rich history. New Mexico offers a wide variety of adventures, art, music and dance, breathtaking landscapes, and multicultural heritage, including a combination of 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 in the U.S., including descendants of the original Spanish/Mexican settlers who have lived in the area for more than 400 years, as well as more recent immigrants from a variety of nations in Latin America. It has the second-highest percentage of Native Americans as a proportion of the population, and the fourth-highest total number of Native Americans. The major Native American nations in the state are Pueblo, Navajo, and Apache peoples.

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

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

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

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search [www.imsearch.com/7542](http://www.imsearch.com/7542). Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders  
for mission-driven organizations*

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*UNM is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, citizenship, disability or protected veteran status.*