

Opportunity & Challenge Profile

THE UNIVERSITY OF NEW MEXICO

SEARCH FOR THE PRESIDENT





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Each of Us Defines All of Us

The University of New Mexico (UNM), the state's flagship institution, seeks a dynamic, engaging, and experienced leader to serve as the next President. The President will join UNM at a pivotal time. The campus community is eager to welcome a new leader who will 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 outstanding faculty and staff. UNM plays a critical role in educating New Mexico's citizens and driving its economy through its research excellence and workforce training in a variety of disciplines, its vibrant health-science enterprise, and branch campuses that touch students and communities throughout the state. The next President will need to build relationships within the University and throughout the state and beyond, set a positive tone and direction for the future, provide leadership stability, and catalyze success within a challenging budget climate. The

President will be a visionary and cooperative leader who can lead the campus community and various stakeholders throughout the state in building a better future for the University while championing the University's current successes and significant positive impacts on the citizens of New Mexico.

With the main campus occupying 800 acres near old Route 66 in the heart of Albuquerque, a Health Sciences Center, branch campuses in Gallup, Los Alamos, Taos, and Valencia, a new campus in Rio Rancho, technology incubators, and multiple education centers throughout the state, UNM provides an education to over 34,000 students, more than 84 percent of whom are New Mexico residents. UNM has one of the most diverse student bodies at a flagship university in the nation, and it is one of only a handful of Hispanic-Serving Institutions in the U.S. that has a Carnegie Classification of Highest Research Activity. The student population reflects the

highly 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 as well as recent immigrants from a variety of nations in Latin America, and around 5% American Indian students from the state's indigenous tribes. It is a point of pride that the University represents a cross-section of cultures and backgrounds. UNM has a decades-long commitment to the state's citizens, maintaining low tuition and providing significant scholarship and financial aid to about 74.2% of students, including 39% of students who received Pell Grants in 2015. 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, attracting over \$300 million dollars annually in contract and grant research funding, and operating one of the state's largest health care systems. The 2016 edition of the U.S. News & World Report ranks UNM as 176th among national universities and in the top 100 of public institutions in the nation. UNM is ranked as a top 50 public research university by The Top American Research Universities and ranks 45th among public research universities in federal research expenditures.

The next President will face a set of key opportunities and challenges, including the need to:

- Build and expand relationships across the state and beyond that further position UNM as the flagship university of the State and a major player in the higher education landscape
- Position UNM as a model for how a modern university fulfills its missions of academic excellence, research, student success, and access given the changing demographics of the U.S.
- Strengthen a sense of community, excitement, and anticipation about the future
- Continue the positive trajectory of student success while enhancing the University's reputation as a destination for top students
- Strengthen the financial position of UNM
- Lead and manage a complex organization
- Leverage an engaged Board of Regents as partners in success

A list of the desired qualifications and characteristics of the President 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.





University Overview

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 more than 220 degree and certificate programs, including 94 baccalaureate, 82 masters and 42 Ph.D. programs and 5 other 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. 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 15. The School of Law is the only law school in the state, and most of the judges and lawyers in New Mexico, as well as many members of the legislature and state government, are UNM Law School alumni. UNM boasts an outstanding faculty that includes a Nobel Laureate, two MacArthur Fellows, 35 Fulbright scholars and members of the National Academy of Sciences, National Academy of Engineering, and National Academy of Medicine (previously termed the Institute of Medicine). UNM is a place where cutting-edge research and creative endeavors flourish. Its research injects millions of dollars into New Mexico's economy, funds new advancements in healthcare, and augments teaching – giving students valuable hands-on training in state-of-the-art laboratories.

UNM's main campus offers students, faculty, staff and the community the experience of life at a comprehensive university, with excellent programs ranging from the humanities to engineering, as well as substantial high quality on-campus housing and 20 Division I athletic programs. The main campus programs support 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 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 its region.

UNM includes 15 Schools and Colleges

- Anderson School of Management
- College of Arts and Sciences
- College of Education
- College of Fine Arts, Graduate Studies
- College of Nursing
- College of Pharmacy
- College of Population Health
- College of University Libraries and Learning Sciences
- Honors College
- School of Architecture and Planning
- School of Engineering
- School of Law
- School of Medicine
- School of Public Administration
- 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), Sandoval Regional Medical Center (SRMC), UNM Children's Hospital, and the UNM Mental Health Center), New Mexico's only Level I Trauma Center, and a National Cancer Institute (NCI)-Designated Comprehensive Cancer Center. 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 1,966 health professionals annually (FY16: 438 MD, 328 PharmD, 545 Doctoral, 657 Nursing and other Health Professions). 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 2015 edition of "America's Best Graduate Schools" ranks the UNM School of Medicine 40th in primary care and 83rd in research, while specific areas also rank again among the top 10: rural medicine (second) and family and community medicine (ninth). Additionally, in health disciplines, UNM's nursing/midwifery program is ranked fifth.

Along with the main campus, UNM operates a UNM West campus in Rio Rancho and offers multiple branch community college campuses across the state in Gallup, Los Alamos, Taos, and Valencia to offer community focus and regionally specific education. The Gallup campus features the largest Native American enrollment of

any publicly funded two-year institution in the nation; the Taos campus has been the fastest-growing in the state over the past decade; the Los Alamos campus collaborates with the Los Alamos National Laboratory and the Valencia campus is in a growing area south of Albuquerque.

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.

UNM employs more than 27,000 people statewide, including employees of the University hospital. It has more than 169,000 active alumni, with Lobos 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 Board of Regents is composed of seven members who are 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 the University includes fiduciary responsibility for the assets and programs of the University, establishment of goals and policies to guide the University and oversight of the functioning of the University. The Board vests responsibility for the operation and management of the University in the President of the University.

In order to develop private financial support for The University of New Mexico, the University's Board of Regents established the UNM Foundation Inc. in 1979 as an incorporated 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 \$400 million today. In 2008, at the request of the Regents, the Foundation transitioned to a stand-alone organization and all private gifts are received through the Foundation, which has the responsibility for managing contributions to all University programs.

To provide UNM researchers at all levels opportunity to protect and market their intellectual property and to catalyze commercialization of UNM 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, New Mexico, 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, which is discussed below.

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 athletic events, 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 main attraction for students, alumni and the broader community, and draws fans from all over the state. All teams compete at the NCAA Division I level in the Mountain West Conference and other conferences. Wise Pies Arena, aka "The Pit," was ranked 8th by USA Today as one of the best arenas to watch college basketball.



CURRENT CONTEXT

There is tremendous opportunity, as well as some challenges, for the next President of UNM. UNM has an extraordinarily committed, high-quality faculty that is vested in the success of New Mexico, as evidenced in their research, dedication to classroom education for a diverse student body, extensive community outreach, statewide education programs, and delivery of the most advanced health care. As much of the population of New Mexico is of lower socio-economic status, a challenge moving forward is how to continue to ensure excellence in education and research while keeping costs low, providing access to education, and ensuring that students persist through graduation with limited student debt obligations. In recent years, UNM has made notable increases in both its retention and graduation rates, but much work still needs to be done. UNM is a great case study for what many universities will be experiencing in the near future as the nation becomes more diverse with ever-increasing under-represented populations, and it has the opportunity to be a model for how to do it well.

The University has a strategic plan, UNM 2020, that sets out several bold objectives for the future focused 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 they continue to put emphasis on them. For more information, see <http://strategy.unm.edu/index.html>.

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 its room to grow around ensuring a welcoming and inclusive place for students, faculty, and staff. A climate survey conducted a few years ago reflected that there is work to be done to make UNM a more welcoming place to leverage this strength.

UNM is also experiencing budget challenges with reduced funding from the state. While other universities in the nation experienced tough economic times before and after the recession, UNM continues facing these challenges as New Mexico has been slower to recover from the recession. 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 continue meeting the priorities of the state.

While a relatively small portion of UNM's overall budget is derived from state appropriations and tuition and fees, 11% and 8%, respectively, 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. However, over the past few



years, UNM has implemented efforts to enhance this component of its budget model. While none of these enhancements have 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.

The University has had great success in fundraising with an ongoing capital campaign. In 2006, UNM launched Changing Worlds: The Campaign for UNM with an original goal of \$675 million. It was so successful that it has been extended to be a \$1 billion campaign for completion in 2020, to fulfill goals laid out in the UNM 2020 strategic plan. At the end of the 2015-2016 calendar year, the Foundation reported reaching 84 percent of the goal, raising more than \$87 million last year. More information on the campaign can be found at <https://www.unmfund.org/>.

Though their budget has been hit in recent years, this has not hindered funding for new facilities. UNM is now working on five major capital projects, totaling more than \$170 million. This will include renovations to the Farris Engineering Center and Johnson Center recreation center; new construction, such as the new McKinnon Center for Management at the Anderson School; a new state-of-the-art Physics, Astronomy, and Interdisciplinary Science building; and a 65,000 square foot health education building. Funding for these projects leverages state general obligation bonds with university-issued bonds and private donations, building on UNM's successful track-record of matching state funds with university resources to bring projects to fruition. Additionally, planning and design of the first phase of a new University Hospital is also in the final stages, as are funding strategies for a building to house UNM's growing Honors College.

On the heels of this capital renewal comes a renewed effort to strengthen the campus as a community and to activate the campus as a place that is a destination for students. Beginning in Fall 2018, UNM will establish an on-campus living requirement for new incoming freshmen. It is anticipated that this effort will add more than 200 student residents and provide for enhanced student engagement, improved proximity to academic support, and an enhanced sense of campus community.

There is a palpable energy on campus around the enthusiasm for the future, especially after the launch of a recent branding campaign that resulted in "Each of Us Defines All of Us" as the key line defining the University's identity. "Unalike Minded Together" and "It's Our Differences That Unite Us" are also phrases that describe the spirit within the campus community. The video that brings the concept together, "Unexpected on Purpose," can be seen at <http://define.unm.edu/>.

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, tourism, and a vibrant artistic community. UNM must continue to work on building the deep, statewide support that a flagship university should earn by consistent attention to the needs of their stakeholders and to 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. It is home to three Air Force bases, White Sands Missile Range, and the federal research laboratories Los Alamos National Laboratory and Sandia National Laboratories. 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 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 research and education a hub for this economic driver.

The University is on the right path to build collaboration across the city and state for economic development with the recent establishment of Innovate ABQ, Inc., an entrepreneurial hub being developed as a premier downtown innovation district for researchers, investors and entrepreneurs. Innovate ABQ, Inc. was established by the Board of Regents of UNM in late 2014 as a non-profit, 501 (c) 3 corporation and is governed by a 13-person 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, 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 UNM continue to build relationships such as these, not just 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 it 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 the recent decline of state tax revenues and the continuing need to build a more diverse economy that is less reliant on natural resources 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 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. 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.

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 exist in healthcare and in some of the signature strengths of New Mexico and the University, including tourism, technology, and Native American art, culture, and languages. UNM is looking for leadership that can unite all constituencies around common goals and move forward in a cohesive direction. UNM has had relatively high turnover at the Presidential level in the last couple of decades, which has created concern about whether the University is making significant traction on critical initiatives. These concerns can be addressed by a leader who articulates an identity and vision for the University, and communicates clearly and effectively to generate buy-in from all stakeholders. Overall, there are many opportunities for the next President to have a large impact on UNM and the state of New Mexico.





The President

ROLE OF THE PRESIDENT

The President is responsible for leading the main campus, the UNM West campus, and the four branch campuses and reports to a 7-member Board of Regents. The President will collaborate with a wide range of internal and external stakeholders to define the vision and set the direction for the institution. The President will then need to articulate an enthusiasm for the strategic goals and messages of the University in order to build broad support for and ownership of UNM's aspirations among its many constituents, including faculty, staff, students, alumni, the Board of Regents, the Foundation, local communities, government, business and industry leaders statewide, the media, and the general public.

The President directs an executive leadership team that includes the following direct-reports:

- Provost and Executive Vice President for Academic Affairs
- Executive Vice President and Chancellor for Health Sciences
- Executive Vice President for Administration, COO, and CFO
- President of the UNM Foundation
- Director of Internal Audit
- Chief Compliance Officer
- Chief Marketing and Communications Officer
- Vice President for Alumni Relations
- Vice President for Athletics
- University Counsel
- CEO of STC.UNM and UNM Chief Economic Development Officer

The President is responsible for overseeing both human and financial resources in a manner that ensures accountability and transparency. The President oversees a \$2.74 billion operating budget and a \$115 million capital

budget, with an endowment of more than \$400 million, and research expenditures of more than \$300 million annually. The University currently receives 11% of its operating budget from the state.

KEY OPPORTUNITIES AND CHALLENGES

The next President will be called upon to guide UNM into a successful future, where relationship building and articulating a vision for the University will be crucial for continuing the institution's trajectory to greater excellence. The President must be an inspirational leader and vocal advocate of UNM and the myriad ways it serves the state of New Mexico, educating and supporting its citizens and growing the economy, while also tending to the research mission of the institution. Serving as a collaborative, supportive, and approachable leader of the campus, someone who models accountability and respect, the President will be a tireless advocate at all levels to support the University's success. The President must be prepared to understand, assess, and lead the institution as it addresses several opportunities and challenges moving forward, including:

Build and expand relationships across the state and beyond that further position UNM as the flagship university of the State and a major player in the higher education landscape

The next President must be a relationship-builder with an ability to champion the great attributes and contributions of UNM across the state. The President will deliver the message that UNM provides a high-quality education, that it conducts research and engagement that contributes to making the world a better place, that it cares deeply about the future of the state and its citizens, and that it embraces partnerships with public and private entities to share its knowledge and expertise for mutually beneficial collaborations. The President will be present in the surrounding communities, reaching out to develop relationships and to explore how the University can support rural and urban areas and to see how they can best work with the University. The

President will also 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 for improved job placement for students. By serving as President of the flagship, the next President has the opportunity and responsibility to serve as a voice of higher education in the state, ensuring the value of all institutions, and their different missions, is communicated and recognized, and that each institution is rewarded for their contributions with continued resources for an even greater impact on the state economy. This external work will also include further deepening the University's engagement with its alumni, as much of the population of New Mexico is made up of UNM graduates. There are also many alumni located across the U.S. and the world that can help spread the word about UNM and its successes.

Position UNM as a model for how a modern university 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 very diverse population. While 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 creating such an environment. The next President will help the campus develop and articulate a strong and clear identity that resonates with internal and external stakeholders and continues to position UNM as a leader in the region and the state. The President will support and expand efforts to ensure

a welcoming environment, including expanding the number of international students, ensuring access to all New Mexico residents through various programs and funding, and keeping student success a top priority. The President, in collaboration with the Board of Regents, will expand on their recent marketing effort to further gain buy-in for an identity that will define UNM into the future. To be successful, the President must be quick to understand the viewpoints of the campus and external communities and be decisive, as well as articulate, about directions to be taken to move the University forward in the years to come.

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

The University is ready for a President who is inspirational and can excite them for the future, but also someone that can provide them stable leadership for many years to come. They are looking for someone they can rally behind and trust for a renewed sense of mission and hope for the future, especially as they tackle a tough budget situation. To begin this important task, the President must establish a clear presence as an enthusiastic and visible participant in UNM life, reaching out to forge strong working relationships across the administration, the Board of Regents, with deans, as well as with faculty, students, and staff at all levels. The President 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.

The President will also be expected to reach out externally, building better relationships with the surrounding community, including American Indian 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 support will the University thrive. It is imperative that the next President take the time to understand who UNM's stakeholders are, understand their diverse needs, and ensure the University engages them in a substantive, meaningful

manner. The President will also leverage these relationships to assist in celebrating the campus's many accomplishments to foster excitement and anticipation for the future across the state and the nation. The President will also build on strong athletic programs as a way to create a sense of community, raise visibility of the University, and connect with key stakeholders.

Continue the positive trajectory of student success while enhancing the University's reputation as a destination for top students

Student success will be a top priority for the next President. Currently, UNM has a six-year graduation rate of 49%, a four-year graduation rate of 22% and a retention rate of 79.5% 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. Continued growth in student success remains a central part of the University's academic mission. To this end, the President will be expected 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, recruit and retain top-notch faculty, and promote the expansion of job placement of graduates.

In addition to strengthening existing academic programs, the President will evaluate the possibility of 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. This will serve to attract and retain both undergraduate and graduate students as well as faculty. UNM and its multiple campuses present an incredible opportunity to continue to respond to demographic and workforce changes and the needs of nontraditional students across the state. The President 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 President 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 of talented students leave the state to attend college, which has led to somewhat of a “brain drain” from New Mexico. The President will be expected to assess and remedy the levers causing this flight to establish UNM as the first choice of New Mexicans for a high-quality education while still ensuring access to others. The President will work with the leadership of the other higher educational institutions, as well as with alumni, the business community, and other partners, to build and promote opportunities and promote the advantages of living and working in New Mexico.

Strengthen the financial position of UNM

Going forward, the University will need to be financially creative to discover additional funding and to improve efficiencies at a time of reduced state funding and stable tuition. The President will be expected to lead the effort to identify, pursue, and steward a variety of new sources of financial support and will embrace philanthropy by building on recent successes, such as the progress toward the \$1-billion Changing Worlds 2020: The Campaign for UNM capital campaign, while also identifying untapped resources and thinking about new opportunities for giving. 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.

The next President will continue the evolution of the revenue allocation process to ensure that responsibility, authority, and incentives are well-aligned with the University’s goals. With thoughtful leadership from the President and Board of Regents, as well as the executive team, the University will also need to achieve substantial efficiencies to manage the cost of education

for students and address the current budget challenges in a comprehensive, actionable way. The President will encourage and support new ideas and involve others in strengthening a sustainable, long-term financial model for UNM.

Lead and manage a complex organization

UNM is a large, complex institution. The University is particularly complex when compared with many other public research institutions due to the combination of multiple campuses, a health sciences center, the relationship with state governmental leaders, and Division I athletics. This requires the President to oversee an especially dynamic and multidimensional administrative structure while promoting a culture of responsiveness and accountability that extends to all campuses. The President will not be alone in these efforts, and the President will need to understand and appreciate how to collaborate with various organizations across campus to be successful, including the Board of Regents, student organizations, the Faculty Senate, the Staff Council, as well as many other staff committees, individually and collectively, to ensure the appropriate transparency and inclusion in decision making to move new initiatives forward.

Leverage an engaged Board of Regents as partners in success

The members of the UNM Board of Regents are deeply committed to the future of New Mexico and of the University and are generous with their time, talent, energy, ideas, and resources. The President must engage this board and individual Regents and develop positive and productive working relationships with them. The President must ensure that they have a deep understanding of the issues facing the University as well as higher education more broadly and engage them in decision-making and planning. The President should ensure interaction among the Board, faculty, staff, and students that will facilitate understanding and good decision-making, and the Board and the President should work in a collaborative way to advance the goals of the University and the State of New Mexico.

QUALIFICATIONS AND CHARACTERISTICS

The next President of UNM will also possess many, if not all, of the following qualifications and characteristics:

- An earned doctoral or appropriate terminal degree
- A deep commitment to the mission of a public institution of higher education
- A clear vision for the future of higher education and its dynamic landscape
- A record of innovation and ability to both anticipate and react to change
- Experience in the administration of large and complex organizations, particularly in an academic setting
- Strong communication skills, approachability, and a record of collaboration
- Demonstrated experience in, appreciation of, and support for scholarly work and academic excellence
- A record of leadership in promoting equity and increasing diversity in all its forms
- A passion for students and the belief in the power of education and research to change lives
- 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 recruiting, retention and promotion
- A highly ethical, collegial, accessible, collaborative, transparent, and consultative style
- Experience working with a governing board
- 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
- Understanding of the needs and administrative complexities of a health science center
- A comprehension of and experience in balancing the complex needs of an intercollegiate athletics program or an equivalent enterprise with the priorities linked to fulfilling an organization's teaching, research, and service missions
- A demonstrated understanding and experience with philanthropic fundraising
- Eligibility to qualify for a Top Secret security clearance
- Unquestionable integrity
- Ability to integrate societal and cultural changes in society
- Familiarity with a diverse, multi-cultural environment similar to New Mexico
- 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 heritage of Indian, Anglo, and Hispanic 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. It has the second-highest percentage of Native Americans as a proportion of the population after Alaska, and the fourth-highest total number of Native Americans after California, Oklahoma, and Arizona. The major Native American nations in the state are Navajo, Pueblo, and Apache peoples.

Oil and gas production, agriculture, the arts, tourism, and federal government spending are important drivers of the state 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 13,000ft peaks, wildflower fields, thick forests of cottonwoods, white sand dunes, and vast expanses of prairie.

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 Native American, Hispanic and Latino, Anglo and other cultural 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 playing golf on one of the best golf courses in the Southwest. You can also take advantage of the many traditional New Mexican restaurants, enjoy world-class visual and performing arts, or take a hot air balloon ride. 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, Nominations and Finalists

Applications including a CV and letter of interest, inquiries, nominations, and referrals, should be submitted via the Isaacson, Miller website for the search: www.imsearch.com/6065. Pursuant to New Mexico law and University of New Mexico Board of Regents Policy, the Board will select and publically announce five finalists who will be invited to the campus for interviews.



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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.

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