



University of New Mexico Presidential Search

Beginnings of the Institution

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. At the time there was no system of public elementary or high schools in the territory.

Current Reality – This is the University of New Mexico

- Student enrollment of over 36,500 (2010-2011)
- 28,700 enrolled at the main campus (20,600 undergraduate; 8,100 graduate/other)
- 7,800 enrolled at branch campuses (Gallup, Los Alamos, Taos, Valencia)
- UNM enrolls 48% of the state's university students and accounts for 42% of the state's higher education budget.
- \$2.04 billion annual budget
- More than 21,700 employees (including 5900 at UNM Hospital)
- Payroll of more than \$800 million
- More than 80,000 UNM alumni reside in the state.
- Another 62,000 alumni reside outside NM, around the U.S. and the world.

The University of New Mexico is the state's largest institution of higher education and its flagship. Today, the Albuquerque campus is home to approximately 29,000 students and another 9,600 faculty and staff occupy more than 300 facilities residing on 789 acres in the heart of the largest metropolitan area in the state.

UNM has branch campuses in Gallup, Los Alamos, Taos and Valencia County as well as a statewide network of teaching and learning provided by Extended University. The first building of UNM West, a planned campus at Rio Rancho's City Centre, opened its doors in January 2010.

UNM is also home to the UNM Health Sciences Center, consisting of the School of Medicine and Colleges of Nursing and Pharmacy, and New Mexico's only academic teaching hospitals, Level I trauma center and federally designated cancer research and treatment center. The Sandoval Regional Medical Center, next to UNM West, is set to commence operations in late summer 2012.

UNM has twelve schools and colleges:

- Anderson School of Management
- School of Architecture and Planning
- College of Arts and Sciences
- College of Education
- School of Engineering
- College of Fine Arts
- School of Law
- School of Medicine

- College of Nursing
- College of Pharmacy
- School of Public Administration
- University College

UNM has New Mexico's only schools of Medicine, Law, Architecture and Pharmacy. Its seven libraries house more than 2.2 million volumes and also are the depository for federal and state documents, including the U.S. Patent Depository.

UNM is ranked in the top 100 research universities in the United States and Canada. It is the only university in New Mexico with a Carnegie designation of research doctoral university "with very high activity (VHRU)," which recognizes the exceptional level of funded research and the array of degree programs. UNM is the only minority-majority flagship in the country and is one of only two Hispanic serving institutions in the country that is also a Carnegie VHRU.

Given the strong diversity of UNM, as well as the surrounding local and state communities, we are uniquely poised to be the national leader for success of diverse populations of students in higher education.

The consolidated budget for the University of New Mexico provides funding for the main campus, the Health Science Center, UNM Hospitals and the four branch campuses in Gallup, Los Alamos, Valencia and Taos. With all these entities, it is a complex blend of many revenue sources. For FY 2011-2012, the state provided approximately 13.5% of the \$2,042,977,071 budget through state appropriations.

The single largest category of revenue is "sales and services" which includes patient revenues from the hospitals and auxiliary services revenues, as well as athletic program revenues, and totals some \$953 million in this year's budget. As a major research university, grants and contracts also comprise a major portion of the total budget - over \$258 million in budgeted expenditures for FY 2011-12.

For FY 2011-12, UNM's instructional and general (I&G) revenue is \$329,013,647, funding the educational work of its 3,700 faculty members. Tuition and fees account for 38% of I&G revenue, with the remainder provided by a state funding formula and a range of line item appropriations. UNM's undergraduate in-state tuition and fees for FY 12 are \$5,808.

For more budget information: <http://www.unm.edu/~budget/consolidatedbudget/>.

For facts about UNM: <http://www.unm.edu/~oir/factbook/webpage.htm>.

Academic Enterprise

In its scale and scope, the academic enterprise of the University of New Mexico closely resembles those of other flagship institutions across the country. But in its mission and purpose, it occupies a distinctive niche in the landscape of American higher education.

UNM received its 10-year accreditation from the Higher Learning Commission in 2009, continuing the unbroken series of accreditations that began in 1922.

The demography of UNM's student body closely resembles that of its diverse state and region. Since 2002, a majority of UNM's undergraduates have identified themselves as members of ethnic groups traditionally underrepresented in higher education. In Fall 2010, Hispanic students (36%), and American Indians (11.6%) from New Mexico's 22 indigenous tribes, comprised the largest two groups. By this measure the University of New Mexico is the one of the most diverse flagship institutions in the nation and plays a vital leadership role among minority- and Hispanic-serving institutions.

A number of the university's graduate and professional programs are nationally recognized by publications like U.S. News and World Report and Hispanic Business Magazine. The School of Medicine's programs in rural medicine and family medicine are consistently ranked in the nation's top 10, as is the clinical law program of the UNM School of Law, the first of its kind in the United States. The College of Fine Arts boasts highly acclaimed photography and printmaking programs. Several graduate programs at the School of Engineering are nationally ranked, and the Anderson Schools feature curricula in business ethics and the management of technology that have received international recognition. Anderson was a recently ranked 7th in the nation in placing its graduates in jobs within 90 days of graduation.

Hispanic Business magazine has ranked UNM's School of Law #1, School of Medicine #6, Anderson School of Management #6 and School of Engineering #7 in the nation for educating and graduating Hispanics. In May 2011, UNM was named among the top 100 colleges for Hispanic students by Hispanic Outlook magazine: #13 in awarding bachelor's degrees, #24 in masters degrees and #7 in doctoral degrees.

As New Mexico's flagship university, with a number of unique programs and curricula, UNM has statewide educational responsibilities -- and its branch campuses play a distinctive and vital role. Approximately 7,800 students are enrolled in UNM's branch community college programs in Gallup, Taos, Los Alamos, and Valencia County. 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. UNM-Los Alamos provides a vital link to the work of the Los Alamos National Laboratory and UNM-Valencia is key to the development of the rapidly growing area south of Albuquerque.

UNM also delivers bachelors, masters and doctoral degree programs via its Extended University programming. The Extended University facilitates distance education with a range of delivery modes, from traditional face-to-face to a rapidly-expanding inventory of on-line courses and curricula.

Since 2007, UNM has established Memoranda of Agreement with Central New Mexico Community College and the public school systems in Albuquerque, Rio Rancho and Bernalillo. The intent is to model a seamless pipeline of education, from pre-K through graduate school, which will best serve the education needs of all of New Mexico.

Research Enterprise

The research mission of the University of New Mexico separates UNM from the other educational institutions of New Mexico. UNM is a place where cutting-edge research and creative endeavors flourish and grow. UNM's environment provides a fertile ground for students to learn and have a world-class educational experience. Students work side by side with some of the world's leading scientists and engineers, contributing to the discovery and dissemination of new knowledge.

The University of New Mexico has a wide ranging research portfolio, encompassing nano-materials, -technologies and -medicine; quantum information science; astronomy and astrophysics; climate change; ecology and evolution; digital media; biosensors; neuro-imaging; and substance use and abuse. Recent UNM efforts to promote research among Arts and Humanities faculty have resulted in impressive growth in proposal submissions and awards. UNM's Graduate Student Funding Initiative assists all interested graduate students with the identification of funding options and proposal preparation.

The UNM Health Sciences Center research mission endeavors to enrich the health of New Mexicans through scientific discovery that translates into improved health care. The Health Sciences Center's innovative faculty and staff are a vital component to our biomedical research structure. Our research scientists have earned outstanding local, state, national and international reputations for conducting cutting-edge human health research in basic science, clinical and community-based research. Research across the School of Medicine, College of Pharmacy and College of Nursing is organized into 6 disease-focused Signature Program areas including Brain and Behavioral Health, Cardiovascular and Metabolic Disease, Infection and Immunity, Environmental Health, Child Health and Cancer. The University of New Mexico Health Sciences Center is one of only 37 institutions that have both a Clinical and Translational Science Award and an NCI-designated Cancer Center.

Adding to the vitality of faculty research at UNM, New Mexico is home to many science and technology resources, namely Sandia National Laboratories, Los Alamos National Laboratories, and the Air Force Research Laboratory at Kirtland Air Force Base. The substantial research activity at these institutions is leveraged in many beneficial ways, from faculty collaborations to student internships to the employment of our graduates. While there are many collaborations between individual faculty and research groups, high-level coordination amongst these institutions has gained momentum only recently. In 2011 UNM entered into Memoranda of Understanding with both SNL and the AFRL, with the primary goal being to facilitate the growth of research and education partnerships. There is still a large amount of untapped potential in these relationships, and stronger partnerships moving forward will be key to continued growth of UNM's research portfolio.

Research is the fuel for the economic engine that drives the state economy. In fiscal year 2010, 48% of UNM's expenditures were supported by out-of-state revenue sources. These funds supported \$620M in economic output, 6,839 jobs, and \$319M in UNM payroll. UNM's significant role in driving the state economy has become increasingly pronounced during the recession of the past several years.

UNM's Science and Technology Corporation (STC.UNM), provides innovation management and commercialization of technology. In FY 2010 alone, STC.UNM reported 122 disclosure of new ideas; 106 new patent applications; 26 issued patents; 36 option/license agreements; 5 start-up companies; and royalty income of \$3,777,863.

Health Sciences Center

The University of New Mexico Health Sciences Center is one of the core elements of the University of New Mexico, in terms of scope, size, complexity, visibility, importance to the state, and sponsored research funding. Established in 1994, the HSC is the largest academic health complex in the state, and is a recognized national leader in health education. The HSC is the home of New Mexico's only School of Medicine and College of Pharmacy, as well as the NCI-designated Cancer Research and Treatment Center. These academic programs have a huge impact on the State, with one third of MD graduates practicing in NM, and two thirds of College of Nursing and College of Pharmacy graduates practicing in New Mexico.

The HSC comprises \$1.1B of UNM's total \$2.0B operating budget, with roughly 10% of HSC operational funding coming from the State of New Mexico. The HSC employs nearly 8,500 individuals, and is home to New Mexico's only Level I Trauma Center. The more than 200 tenured/tenure track faculty at the HSC have shown remarkable growth in research productivity over the past several years, with \$141 million in new research awards in FY10.

Over the past two years, the Health Sciences Center has grown rapidly with a substantial expansion of the UNM Hospital, the founding and substantial growth of UNM Medical Group, Inc., the substantial expansion of the operations of the UNM Cancer Center, and the development of our new hospital in Sandoval County, UNM Sandoval Regional Medical Center. At the same time, the research enterprise at the Health Sciences Center has grown significantly. In the early spring of 2010, the U.S. Congress changed the playing field for academic health centers with the passage of the Patient Protection and Affordable Care Act. These events led management at the Health Sciences Center to reassess the governance structure at the Health Sciences Center.

In December 2010, the Regents provisionally approved a proposal to change the way that the Health Sciences Center is governed and to redefine the way in which the Health Sciences Center interacts with the UNM Board of Regents from a governance standpoint. This began with the creation of a Health Sciences Center Board of Directors to provide direct oversight to the clinical operations of HSC. All matters affecting the HSC – academic, research, student, and clinical – now proceed to the new Health Sciences Center Board of Directors for either approval or recommendation for approval to the Board of Regents. Additionally, this new Board of Directors provides oversight and governance of the various component units within the Health Sciences Center, thereby eliminating the need for leadership to proceed through the various different committees of the Board of Regents before approval by the Regents.

The board is composed of three members of the UNM Board of Regents and four members of the community, one of whom is the chair of the UNM Hospitals Board of Trustees. Through this Board of Directors, the Health Sciences Center is be able to increase the efficiency of its

operations, become a highly integrated organization, create the UNM Health System and assure a balance between HSC's academic and clinical missions. This structure is designed to enable the Health Sciences Center to work successfully within the new paradigm of health care reform, and will enhance the Health Sciences Center's mission of serving all New Mexicans and improving their health care.

In addition, the title of the top position in HSC was changed to Chancellor for Health Sciences, bringing it into line with the trend at other health sciences centers across the country.

UNM Foundation Inc.

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, and the Foundation began operations in the spring of 1980. In 2008, University established and Regents approved changing the Foundation to a "free standing" independent status to better serve the fund raising needs of UNM. The Foundation is led by a 20-member Board of Trustees, representing business and community leaders from across the state and region.

During the fiscal year 2009-10, the University of New Mexico received more than \$75.1 million in private support. More than 17,000 donors, providing in excess of 38,000 gifts, indicated their belief in UNM by continuing to demonstrate the value of philanthropic investment to members of the UNM community. The institution is in the middle of a \$675M comprehensive campaign, with more than \$400 M raised.

Intercollegiate Athletics

Athletics at The University of New Mexico is a broad-based program comprised of 21 sports, 10 men's and 11 women's and an operating budget exceeding \$31.8 million.

More than 425 student-athletes attend UNM. All compete for national recognition at the NCAA Div. I level. The University of New Mexico Lobos compete in the Mountain West Conference, along with (in 2011-12) Air Force Academy, Boise State, Colorado State, Nevada-Las Vegas, San Diego State, TCU and Wyoming.

Graduation rates and GPA of student athletes have consistently strengthened and currently exceed the student body average. Additionally, the Academic Progress Rate (APR) is above the NCAA minimum in all sports. UNM Athletics had a school record 60 Fall Mountain West All-Academic selections, and 162 for the year, the second most in the conference and the second most in school history.

Context: Higher Education in the State of New Mexico

The New Mexico Higher Education Department is responsible for increasing access to state colleges and universities as well as accomplished higher education for all New Mexicans. HED's goal is to provide a comprehensive statewide agenda for higher education – one that ties together a common commitment among all colleges and universities not only to enroll more New Mexicans but to increase the number of graduates.

New Mexico has 25 publicly supported, regionally accredited campuses located throughout the state: 3 research universities; 4 comprehensive universities; and 18 two-year colleges, ten of which operate as branch campuses of the universities and the other 8 as independent community colleges. There are also two special schools for the deaf and the visually impaired.

In addition, there are 5 tribal colleges and 30 regionally accredited private post-secondary institutions operating in New Mexico.

Resulting from numerous efforts and initiatives state-wide, New Mexico institutions are moving toward the shared vision of true mission differentiation amongst its public post-secondary institutions (research universities, comprehensive universities, and community colleges). A key step in realizing the goal of mission differentiation is the revamping of the state's higher education funding formula. The new formula, though still under development, will incorporate several mission specific components into its funding calculations. UNM is actively involved in these efforts, and works closely with the NM Higher Education Department on issues affecting all of higher education in New Mexico.

Significant Initiatives & Emerging Issues

Evolving Shared Governance: As was recommended in the Higher Learning Commission Accreditation report, UNM launched an initiative to survey campus constituents to assess perceptions of the campus climate regarding shared governance and communication. In the fall of 2009, the University contracted with Research and Polling Inc. to design and conduct a comprehensive survey of university faculty and staff.

Research and Polling Inc. conducted a baseline survey in March of 2010. The survey results established a benchmark and provided insight on how to move the institution forward. The University also contracted with Research and Polling Inc. for a series of focus groups that included the deans, senior faculty, junior faculty, staff leadership and university vice presidents. These were conducted during May and June of 2010. As a result of the data derived from the survey and focus groups, Research and Polling submitted several recommendations for future action. The full report can be found at <http://www.unm.edu/president/communication-survey/>.

It is important to acknowledge that the improvements over the previous year were fairly small. However, improvement was nonetheless demonstrated in less than one year's time. UNM has made an institutional commitment to continuously improve, and the campus community is enthusiastically ready to build on this progress.

Budget Challenges: Over the past few years, establishing a more inclusive process for developing the University's annual budget has been a top priority for the University of New Mexico. This has been especially critical given the diminishing financial support from the State of New Mexico as a result of the economic downturn. UNM took a proactive approach to the recession and cuts in state funding by imposing a "Pause and Hold" strategy in hiring so that vacant staff positions were held open for six months or not filled so that departments could retain the monies to keep functioning.

In addition to the Pause and Hold, serious cost containment and reduction decisions have been required, both in FY11 and FY12. The only way to successfully address these challenges was through inclusive and thoughtful strategic conversations about alternatives to reduce expenditures while preserving the core academic mission of the University.

To this end, several budget-related initiatives were administered through the Office of the Provost, including identifying cost containment opportunities in academic areas; a comprehensive degree program review; an evaluation of academic and student support units; and a Deans' "Trigger Point" study to assess the point at which budget reductions would begin to seriously impact the ability of schools and colleges to carry out their missions. It is important to note that, through these numerous collaborative efforts, UNM has weathered the worst of the recession without across the board layoffs, furloughs, or pay cuts.

Currently, the University community is engaged in a strategic academic planning exercise in order to plan for smart growth of UNM in the next decade.

Funding Formula: The New Mexico Higher Education Department, in conjunction with all of New Mexico's institutions of higher education, is in the midst of a significant overhaul of the formula used to allocate state resources to colleges and universities. While the process is still underway, there are clear indications of substantial changes in the way the formula operates. Historically, the formula has been driven by "inputs," such as student enrollment and campus square footage. The new formula will shift from "inputs" to "outputs," with measures such as number and type of degrees awarded, and will also incorporate workforce development and mission differentiating metrics. While UNM receives only 13.5% of its overall budget from the State, this component plays a significant role in the funding of the academic and research missions of the university.

Comprehensive Capital Campaign: In 2006, UNM began the silent phase of a \$675M capital campaign, with the public phase of the campaign beginning in late 2010. As the third campaign in the University of New Mexico's history, *Changing Worlds: The Campaign for UNM* will raise \$675 million over eight years, ending in 2014 in conjunction with the University's 125th anniversary. Priorities for the Campaign are focused in four areas: Student Success and Opportunity; Faculty Support and Research; Campus Programs; and Capital Projects and Facilities.

An overarching goal of the campaign is to fund solutions to the critical challenges faced by the students, faculty and programs of the University of New Mexico, specifically:

- fund scholarships and program initiatives to retain and assist promising students;
- attract and reward renowned faculty members;
- address critical and emerging research opportunities;
- upgrade our distinctive campus with needed facilities and a focus on sustainability;
- improve vital medical education, care and research;

Commitment to Sustainability: In 2007, UNM signed the American College and University President's Climate Commitment. As a result of this action, the University has adopted a Climate Action Plan that calls for significant reductions in carbon emissions and, eventually, carbon neutrality in 2050. Additionally, UNM is working toward an 80% reduction in campus energy

consumption by 2030 and is currently engaged in an energy efficiency projects that have already reduced on campus energy consumption by 17%.

Information for Candidates

The successful candidate will articulate the need for **Academic Excellence** as the University faces ever-increasing challenges in a complex, global environment.

Specifically, UNM's next President will be charged with making significant and measured improvements to the Academic mission of the university, and must be capable of making significant progress on several major goals over the next decade:

- Emphasis on student success, an example of which is a significant increase in the graduation rates of our undergraduate students
- Increasing faculty and staff compensation to the level of our peer institutions
- Grow the faculty in a manner that facilitates increases in graduate enrollment and research productivity
- UNM's gaining membership in the American Association of Universities

Candidates for president should have demonstrated the ability to lead a diverse, complex public research university with extensive range of academic, research, public service, and patient care activities, and should possess an earned doctorate, appropriate terminal degree, or similar academic credentials sufficient to engender respect from the academy and community at large.

The university seeks a president who is a visionary, a communicator, and has a distinguished record of executive leadership in or deep appreciation for higher education. Specifically, the successful candidate should be an individual who:

- Demonstrates personal integrity, superior interpersonal communication skills, intellectual curiosity, transparency, resilience, and energy;
- Demonstrates the ability to hire, maintain, and motivate a strong and effective leadership team, a commitment to collaborative leadership and shared governance, and the willingness and ability to use these to create a better university;
- Demonstrates leadership that promotes diversity in student, faculty, and staff recruitment and retention, and evidence of effective interaction with multiple constituencies in a culturally and economically diverse community;
- Demonstrates the ability to motivate and lead a complex research institution.
- Demonstrates the ability to think strategically, to prioritize effectively, and to act decisively while advancing the university's mission;
- Comprehends the complexities and challenges of leading a comprehensive research university that includes an academic health sciences center;

- Demonstrates an established record of raising private funds in support of academic activities.
- Recognizes the importance of communication and collaborative relationships at the local, state, and national level, and understands the multi-cultural environment in New Mexico;
- Can advocate to and for a diverse group of stakeholders, including Faculty, Staff, Students, Regents, community and business leaders, alumni, and local, state, tribal, and national government officials.
- Supports a view of intercollegiate athletics that focuses on academic success, extraordinary sportsmanship, and athletic prowess;

Applicants must also possess exceptional oral, written, analytic, and interpersonal skills; the ability to be an effective representative and advocate for the university; the ability to describe and communicate the institution's academic missions to diverse constituencies; and the requisite energy and organizational skills to perform and relate successfully in a comprehensive, multi-level statewide system of public higher education.

Application/Nomination Process

Applicants must submit a current curriculum vitae and a letter describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name, position, email address, and telephone number of the nominee. All nominations and applications will be handled in strict confidence.

Applications and letters of nomination should be submitted to:

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Managing Partner

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Email: apsearch@storbeckpimentel.com
Refer to code "UNMPRES" in the subject line

