



Dean of Instruction  
University of New Mexico—Los Alamos  
Los Alamos, New Mexico

The University of New Mexico (UNM), the state's flagship institution, seeks a strategic and experienced academic leader to serve as the Dean of Instruction (DOI) of the University of New Mexico-Los Alamos (UNM-LA). One of the four branch campuses of UNM, UNM-LA is a rigorous and affordable comprehensive community college that provides foundations for transfer, leading-edge career programs, and lifelong learning opportunities. Located in Los Alamos at the base of the Jemez Mountains on the beautiful Pajarito Plateau, UNM-LA is surrounded by natural wonders, such as the Valles Caldera and Bandelier National Monument and adjacent to the world-renowned Los Alamos National Laboratory (LANL). Los Alamos County is regularly ranked among the best communities in which to live for safety, schools, and recreation, with one of the most internationally diverse populations in the nation and the highest concentration of PhDs per capita in the country.

UNM-LA serves over 2,100 students in northern New Mexico. The student body is representative of its communities with 51% Hispanic and 6% Native American enrollment, making it a Hispanic-Serving Institution (HSI) with one of the most diverse student bodies in the state. Through numerous collaborative efforts, UNM-LA has expanded relationships with the Los Alamos community and beyond and has developed programs aligning with community and industry demands. In 2024, voters of the Los Alamos community overwhelmingly supported an initiative granting three million dollars of general obligation bonds for campus improvement projects. The state will match the county's support with another nine million dollars, providing a total of twelve million dollars towards UNM-LA capital improvement projects.

This is an exciting time for the next Dean of Instruction to join the campus and the UNM leadership team. Leaders at the UNM branch campuses are coming together to focus on ambitious goals set by the [UNM 2040 strategic plan](#), including Mike Holtzclaw, who joined the UNM-LA campus as Chancellor in 2022. The next DOI will be a forward-looking and collaborative leader who can champion the campus and community college education at large; view their work as essential to the success of students, the campus, the community, and the UNM system; and who can skillfully navigate the ever-evolving and highly dynamic higher education landscape for the betterment of UNM-LA and for a significant impact on the workforce and economic development in the region.

Reporting to the Chancellor of UNM-LA, the DOI will serve as a critical partner to the leadership team of the campus and in the overall UNM system to address the following opportunities and challenges:

- Craft a cohesive vision for UNM-LA that drives increased enrollment

- Support the development, launch, and growth of high-demand academic and technical programs
- Communicate with and engage stakeholders across campus with data-driven decision-making
- Manage an academic budget with strong financial acumen
- Nurture an accessible and supportive environment that centers student success
- Serve as a trusted thought partner and member of UNM's leadership team

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the firm, as indicated on page seven of this document.

## ABOUT THE UNIVERSITY OF NEW MEXICO – LOS ALAMOS

UNM-LA is known for its small classes and dedicated instructors and staff. Whether the goal is to pursue an academic degree or training for a career, UNM-LA offers excellent and affordable preparation for its students, 92% of whom are part-time. The campus is home to approximately 70 faculty, including both continuing and adjunct, many of whom are professionals in the area and enjoy international reputations in the field. In addition, UNM-LA has 36 full-time staff. With an average class size of 10 students and a student-to-faculty ratio of 18:1, the campus prides itself on the tight-knit community and the hands-on learning that is usually available only at a private college, but at a community college price. Since 2016, UNM-Los Alamos has been guided by the [2016-2027 strategic plan](#), which has emphasized providing high-quality service to students, serving the community, and promoting and achieving institutional excellence.

UNM-LA offers fifteen degrees and twelve academic certificates which prepare students to seamlessly transfer to four-year programs, enter the workforce, or gain new skills to change career paths. UNM-LA is committed to providing quality education and training that is relevant and current, aligning with industry demands and community needs. For example, in August of 2024, UNM-LA, in partnership with the Wireless Infrastructure Association, announced an innovative Broadband-5G workforce certificate program. This program will equip students with essential skills while offering unique opportunities for hands-on training, paid internships, and national apprenticeships for wireless and fiber optic careers. The certificate provides guided pathways in preparation for STEM fields. More information about programs offered at UNM-LA can be found [here](#).

With the [Dual Credit and Concurrent Enrollment](#) programs, high school students in Los Alamos and surrounding areas can enroll in college-level courses through UNM-LA and earn college credit. Upon graduating with their associate degree, UNM-LA students are encouraged to transfer to UNM-Albuquerque, another four-year institution, or complete a bachelor's degree on campus in mechanical engineering or through [UNM Online](#).

UNM-LA also offers community education and customized training courses, including small business development seminars through their [Small Business Development Center](#) in Los Alamos, [Adult Learning](#)

[Center](#) programs including High School Equivalency credential (HSE) and English as a Second Language (ESL).

The Los Alamos community elects an Advisory Board for UNM-LA consisting of five members. This creates a partnership between the campus and the community and provides a forum for the community to raise local issues and concerns. The relationship between the UNM Board of Regents and the [Los Alamos Advisory Board](#) is governed by the Operating Agreement, which is the same for all UNM branch campuses.

Funding for UNM-LA comes directly from state appropriations and local tax levies, grants, and tuition and fees paid by students. In recent years, UNM-LA has improved its financial stability with increased local funding for operations through mil levy, increased state funding for capital projects, funding from industry partnerships, federal and state grants for special programs, and a growing endowment program. The campus leadership is expected to have a presence with state legislative bodies to advocate for additional revenue.

UNM-LA is committed to serving the community's overall needs and has expanded relationships with [Los Alamos County](#), [Los Alamos Public Schools](#) (LAPS), [Los Alamos National Laboratory](#) (LANL), [Newport News Nuclear BWXT Los Alamos](#) (N3B), [Los Alamos Medical Center](#), and local businesses. The campus has created programs related to Emergency Medical Services, Fire Science, Early Childhood Education, and Certified Nursing Assistant, in the past few years in response to community needs and industry demands. There are many more opportunities to respond to workforce needs, especially in the health professions and with LANL, which is the largest employer in the area. In partnership with LANL, UNM-LA has developed various programs to help meet the needs of the nation's preeminent research complex and provide students with rewarding and enriching career paths.

### ***About Chancellor Holtzclaw***

Dr. Mike Holtzclaw was named Chancellor of UNM-Los Alamos in July 2022. Holtzclaw has more than 30 years of experience in higher education serving community colleges. Prior to joining UNM-LA, Chancellor Holtzclaw served as Vice President of Instruction and acting Vice President of Student Services at the College of San Mateo (San Mateo, Calif).

## **ROLE OF THE DEAN OF INSTRUCTION**

The Dean of Instruction (DOI) serves as UNM-Los Alamos' chief academic officer with the responsibility for leadership and administration of the branch campus' instructional faculty and programs. Working closely with the UNM Albuquerque campus' Office of Academic Affairs, the DOI will be responsible for UNM-LA's academic planning, development, and oversight of the instructional budget, and ongoing review and assessment of all programs of the college. This individual will oversee fifteen degree and twelve certificate programs, approximately 70 faculty, and 6 staff. The incoming DOI will work closely with faculty leaders to ensure excellence in academic programs and support for faculty professional development activities. This individual will also oversee a promotion and tenure system, as well as other

academic personnel processes. The DOI is a member of the UNM-LA's leadership team, supporting the overall governance of the campus under the Chancellor's leadership, and will represent UNM-LA at events and engagements at the local, state, and national level.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN OF INSTRUCTION

### **Craft a cohesive vision for UNM-LA that drives increased enrollment**

The incoming DOI has a tremendous opportunity to build on UNM-LA's strong academic foundation in providing quality education to the students it serves. The DOI will work alongside the Chancellor, the campus' faculty, staff, and students, as well as community members and other key stakeholders, to develop a vision for the future of the campus. The vision should be a clear, compelling framework aligning with the UNM 2040 strategic plan to strengthen UNM-LA's enrollment and overall trajectory. With an eye toward enhancing student success and meeting the learning needs of a highly diverse community, the new DOI will work closely with key campus and university-wide stakeholders to reaffirm and further develop the mission, vision, core values, and strategic areas of the institution as it nears the end of its current strategic plan and begins charting a path forward with a new one.

### **Support the development, launch, and growth of high-demand academic and technical programs**

Los Alamos and the surrounding community have evolved significantly in recent years. The need for increased technical skills, particularly in STEM, requires an assessment of which UNM-LA programs must grow and evolve to align with the needs of the community and its industry's demands. The Los Alamos National Lab (LANL) located nearby UNM-LA is the area's largest employer and is regularly seeking talent, particularly individuals with educational backgrounds in STEM. The incoming DOI will work to further develop critical relationships and collaborations with LANL to ensure opportunities for student engagement and job placements post-graduation.

In addition to STEM fields, state projections also illustrate a necessity for an increase in education and nursing. The institution has been working to address the needs of its community – it will be the responsibility of the incoming DOI to identify, develop, and implement high-demand and high-impact programs that distinguish UNM-LA's academic offerings, particularly among on-campus courses.

### **Communicate with and engage stakeholders across campus with data-driven decision-making**

The Dean of Instruction must lead with an intentional process and structure, build the fortitude to follow through on change, and create accountability across campus to help UNM-LA continue to be successful in a challenging and dynamic higher education environment. They will be open to dialogue and input at all stages of decision-making, prioritizing data-driven decisions in an environment with excellent ideas and limited resources. The Dean of Instruction will communicate often and provide transparency to the UNM-LA community, especially around decisions affecting the future of the campus.

### **Manage an academic budget with strong financial acumen**

Like many other public universities nationally, UNM-LA faces a challenging funding landscape. As the campus continues to innovate and grow, it will be important to have nimble and thoughtful structures, policies, and processes that support the evolving work of faculty and staff while fostering a culture of academic and personal success for students. The DOI will work closely with campus leadership to ensure that resources at UNM-LA reflect the college's commitment to quality education with a focus on student success. The DOI will ensure that financial resources are aligned and that the budgeting and funding models continue to support UNM-LA's strategic objectives.

### **Nurture an accessible and supportive environment that centers student success**

UNM-LA is focused on student success, evidenced by the continued support for new facilities and robust student services. Students at the institution have a variety of academic and professional goals, and Los Alamos' culture of access through its small class sizes, affordable tuition, and seamless transfer to UNM-Albuquerque make it an attractive institution for many within the community and across the state. The DOI will work to hire and retain a talented and committed team to support students along their academic journeys. The DOI should be regarded as a trusted and transparent leader who empowers the College's professional staff and faculty to maintain a culture of cohesion while ensuring student success. This individual will encourage and facilitate excellence in teaching, scholarly pursuits, and service to the college and the community.

### **Serve as a key contributor and trusted member of the Chancellor's leadership team**

As a group, the senior leadership team at UNMLA is responsible for leading a community of educators and professionals toward a future of exceptional education, training, research, and service excellence. The DOI will be a visionary, strategic, and equity-minded member of the UNM-LA and the greater university-wide leadership team, and a key thought partner to Chancellor Holtzclaw. The DOI will harness the shared commitment to students and education across the leadership team to make progress toward future success, cultivating a culture of shared governance, transparency, and respect.

## **QUALIFICATIONS AND CHARACTERISTICS**

While no one person will possess them all, the successful candidate will embody many of the following qualifications, characteristics, and attributes:

- An earned doctoral degree or equivalent terminal degree and demonstrated scholarly achievement to hold tenure as a member of the UNM-Los Alamos faculty;
- Significant administrative experience in higher education, preferably in a community college;
- An understanding of university promotion and tenure system, including annual reviews of faculty and faculty goal setting;

- Supervisory experience of faculty who hold continuing and contingent appointments;
- Fiscal acumen: the ability to develop and oversee complex instructional budgets;
- Experience providing services directly to students through teaching, student support, or other areas of professional service;
- Oversight of applications of instructional technology including e-learning, distance learning, and classroom/curriculum management systems;
- Ability to work collaboratively with other areas within a higher education institution, including Student Affairs, Business Office, and others;
- Strategic course planning skills to maximize enrollment;
- Experience working in a collective bargaining unit;
- Oversight of all aspects of the academic curriculum and course offerings, including, but not limited to, the course catalog, program reviews, and grant planning;
- Evidence of demonstrated and sustained commitment to serving and working with underserved communities;
- Understanding of and commitment to the mission of a comprehensive community college and the delivery of academic, career and technical, transitional programs, and non-credit workforce training, as well as student support services;
- Experience developing and implementing strategic plans and goals to ensure student and campus success;
- Demonstrated experience in developing and overseeing career technical programs;
- Excellent written and oral communications skills and ability to be an effective spokesperson for the campus with multiple audiences;
- Ability to work collaboratively with local businesses, industries (LANL), advisory boards, school districts, governmental entities, civic organizations, and the community at large to identify and meet educational and workforce needs while building community support;
- Commitment to equal opportunity and the recruitment and retention of a culturally diverse faculty and staff;
- Ability to bring people together and work towards a shared vision;
- Highest ethical standards in all matters.

## LOCATION

UNM-LA's campus is centrally located in Los Alamos, a community of approximately 14,000. The town is located on the piñon, juniper, and ponderosa-covered red mesas of the Pajarito Plateau at an elevation of 7,300 feet. While Los Alamos is known for its outstanding access to outdoor adventure, there are also year-round musical and theatrical events in Los Alamos, as well as numerous other cultural attractions to choose from in Santa Fe, 30 miles away, and in Albuquerque, a 90-mile drive from Los Alamos.

There are myriad events at the nearby pueblos of San Ildefonso, Santa Clara, Ohkay Owingeh, Pojoaque, Tesuque, Nambe, and Jemez. Located within 15 miles of Los Alamos is the world-famous Bandelier National Monument. The park, home of Native American cliff dwellings as well as many other ancient

treasures, is open year-round. Students at UNM-LA are fortunate to draw on the rich tri-cultural heritage of the area and explore all the area has to offer in terms of history, geology, and archaeology.

## 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:

<https://www.imsearch.com/open-searches/university-new-mexico-los-alamos/dean-instruction>.

The anticipated salary range for this position is \$125,000-\$150,000 annually and is commensurate with experience. Electronic submission of materials is required. For best consideration, apply by April 11.

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Isaacson, Miller

*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.*