



### **Search for the Executive Director, Center for Teaching and Learning**

The University of New Mexico

Albuquerque, New Mexico

The University of New Mexico (UNM), a Minority Serving Institution and one of only 21 Hispanic-Serving Institutions (HSIs) in the United States with a Carnegie Classification of Highest Research Activity (R1), seeks a creative, visionary, and collaborative leader to serve as the next Executive Director of its Center for Teaching and Learning (CTL). This is a distinctive opportunity to lead a dynamic comprehensive center known for its wide-ranging services, programs, and resources to enhance teaching effectiveness campus-wide and to promote student success for a highly diverse student population. The Executive Director will join New Mexico's flagship institution that is committed to inclusive excellence, located in a state with a long and rich cultural heritage that prioritizes advancement, equity, and access.

The next Executive Director will join a highly respected unit that is poised for opportunities to innovate, grow impact, and enhance its reputation as an exemplary model for teaching and learning in the Southwest and beyond. CTL is an award-winning organization and one of only six such centers in the country to be designated as a [Learning Center of Excellence](#) by the National College Learning Center Association. CTL aims to provide integrated support by developing faculty teaching skills and enhancing pedagogy, providing course design and learning technology assistance for the full range of courses from asynchronous to face-to-face, and providing learning support for all undergraduate and graduate students. Looking ahead, CTL is prioritizing faculty development to expand faculty engagement with the Center, elevating its visibility within the university, and strengthening the integration of its teaching and learning efforts in a systemic and cohesive way over the next five years. During the 2022-2023 academic year, CTL served a total of 4,036 undergraduates and 862 graduate students for a total of over 21,000 visits. Additionally, CTL's instructional designers supported 1,626 online courses, 119 online course reviews, and 104 instructors completed the *Evidence-Based Practices for Teaching Online* course.

It is an opportune time to join the UNM community as it embarks on [UNM 2040](#), an innovative and aspirational strategic plan that defines the long- and short-term objectives of the University. UNM 2040's implementation includes a goal to "Transform the educational experience by creating supportive, intellectually challenging, exciting, diverse, joyful learning environments both inside and outside of the classroom to ensure the lifelong success, upward social mobility, and engagement of all learners." CTL plays an integral role in UNM 2040's implementation, as UNM has been actively engaged in a wide range of teaching enhancement efforts to promote belonging and growth mindset, inclusion, effective course design and technology use, formative feedback to instructors, active learning approaches, mentorship, and discipline-specific innovations. The Executive Director will also lead UNM's engagement with national organizations focused on supporting equitable learning environments.

The Executive Director will assume leadership of a unit that operates within a thriving ecosystem of initiatives that has included projects supported by several funders, including the Sloan Foundation, National Science Foundation, and the Howard Hughes Medical Institute, as well as multi-university collaborations such as the Student Experience Project. CTL also offers internally-funded initiatives such as comprehensive tutoring and specialized support services for students, supplementary instruction, and online and in-person workshops and training programs for instructors. In 2021, CTL's student learning assistance program was awarded UNM's Provost's Committee for Staff Outstanding Workgroup Award.

To be successful, the Executive Director will be expected to address several opportunities and challenges, listed below and outlined in detail beginning on page four of this document:

- *Develop and execute a clear and compelling vision for integrating faculty teaching development with student support;*
- *Serve as a strategic partner to faculty on teaching and innovation;*
- *Collaborate across the University to support the success of UNM's diverse student body;*
- *Maintain a supportive, collaborative, and inclusive team culture;*
- *Elevate CTL's local and national visibility*

A list of the desired qualifications and characteristics of the Executive Director can be found at the conclusion of this document, which is designed 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.

## **ABOUT THE CENTER FOR TEACHING AND LEARNING**

CTL is driven by its vision to advance learning environments that exemplify caring, equitable, and resilient approaches in order to connect the UNM campus community. Established in 2015, CTL came into existence following the merger of UNM's student learning support and teaching enhancement programs. Thereafter, graduate student support services and UNM's digital learning (online course design) group were also brought into CTL. These four programs make up CTL and support the integrated goals to advance student learning and improve teaching.

CTL collaborates with students, instructors, and staff to foster the continued growth of an inclusive community of learners by creating spaces and opportunities for reflection and dialogue around evidence-based and learner-centered approaches to teaching and learning. By embracing a growth mindset for students and faculty alike, CTL aims to listen with compassion and meet students and instructors where they are.

CTL provides a wide range of services for [instructors](#) and both [undergraduate](#) and [graduate](#) students. Their offerings include trainings and workshops, conferences, individual consultations for both instructors and

students, support groups, learning communities, comprehensive teaching resources, among an extensive array of additional support options. [CTL's vision, mission, and goals](#) are guided by several values, including: student success; service; collaboration; cooperation; growth; equity, belonging; achievement; excellence; and compassion.

In the summer of 2020, CTL created the [Committee for Anti-Racist Education \(CARE\)](#) to affirm its commitment to antiracist pedagogies and educational equity. The committee is composed of CTL staff and student volunteers who collaborate to implement anti-racist practices within CTL and across the university through campus collaborations.

To learn more about CTL, visit: <https://ctl.unm.edu/>.

## 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 20 years before its namesake would become a state. The University now serves over 24,000 students and offers 215 degree and certificate programs, including 94 baccalaureates, 71 masters, and 37 doctoral degrees through the following fourteen Colleges and Schools: Anderson School of Management, College of Arts & Sciences, College of Education and Human Sciences, College of Fine Arts, Honors College, College of Nursing, College of Pharmacy, College of Population Health, College of University Libraries & Learning Sciences, School of Architecture and Planning, School of Engineering, School of Law, School of Medicine, and University College.

UNM includes its flagship Albuquerque campus as well as campuses in Gallup, Los Alamos, Taos, and Valencia County. There is also a UNM Health Sciences Rio Rancho Campus. UNM offers bachelor and graduate degree completion programs throughout the state via Extended Learning and has education centers located at the four branch campus locations as well as in Santa Fe, Farmington, and at Kirtland Air Force Base. UNM's student population reflects the ethnically diverse population of New Mexico and includes historically underrepresented groups. On the Albuquerque campus, approximately 46% of the student population is Hispanic, over 32% White, 6% Native American, 4% Asian, 3% Black or African American, 4% multi-racial, and 5% are international. Populations at the UNM branches are equally diverse, with, for example, the student population of the Gallup campus being nearly 70% Native American. It is a point of pride that the University is composed of a complex intersection of cultures and backgrounds. Additionally, UNM has a [significant non-traditional student population](#), which adds to its rich academic community.

UNM boasts an outstanding faculty that includes four National Academy of Sciences/Engineering Members, six National Academy of Inventors Fellows, six American Academy of Arts and Sciences members, more than 60 Fulbright Scholar program awardees, and many fellows of various national and international associations and societies. Faculty publish in high-impact professional journals such as *The New England Journal of Medicine*, *Nature*, *Biological Psychiatry*, *Proceedings of the National Academy of*

*Sciences, Journal of the American Chemical Society, Physical Review Letters, International Journal of Art and Design Education, and Journal of Politics*, as well as with major academic publishers such as University of Chicago Press and Cambridge University Press. As publicly oriented scholars, UNM professors share their expertise in local and national media outlets from *The Albuquerque Journal* to *The New Yorker*. As a dynamic visual and performing arts center for the vibrant arts community of Albuquerque, the University presents over 300 public performances, exhibitions, installations, and art lectures annually.

In October 2019, both full- and part-time faculty at UNM, not including those in the Health Sciences Center (HSC), voted to form a union affiliated with the American Federation of Teachers and the American Association of University Professors. Adjuncts and full-time faculty have separate bargaining units, and recent negotiations have resulted in new collective bargaining agreements. In the spring of 2022, the state labor board also certified a union for all graduate students employed in assistantship positions, represented by the United Electrical, Radio, and Machine Workers of America, and an initial collective bargaining agreement was signed in December of 2022.

## **ROLE OF THE EXECUTIVE DIRECTOR**

Reporting to the Vice Provost for Student Success, the Executive Director is responsible for CTL's overall strategic design and implementation of programs aimed at strengthening faculty teaching skills and promoting teacher innovation, increasing faculty engagement with the center, oversight of digital course design services, and enhancement of learning support services for undergraduate and graduate students. In collaboration with the Office of the Provost, the Executive Director will promote a culture of continuing skills development among faculty, enhance the quality of course design and application of best practices across face-to-face, online, and mixed-modality courses and improve UNM's performance in promoting equitable student success.

The Executive Director will work alongside faculty, staff, and students to help define and execute CTL's mission, set the direction for student and faculty success, and create and maintain an infrastructure that supports and realizes CTL's mission of being a world-class center for teaching and learning. The Executive Director oversees a team of 30 professional staff, approximately 100 student staff, and a \$4.5 million budget. The Executive Director is supported by a Senior Operations Manager (Teaching Support and Digital Learning) and a Senior Program Manager (Student Learning Assistance and Graduate Support).

CTL has many distinguishing strengths, including a diverse group of highly skilled and dedicated staff and a vibrant portfolio of programs and services. The overarching aim for the next Executive Director will be to build on these strengths to lead CTL to greater excellence in which faculty, staff, and students work together to increase their impact and reach in transforming the educational experience at UNM.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR**

To be successful, the Executive Director will address the following key opportunities and challenges:

***Develop and execute a clear and compelling vision for integrating faculty teaching development with student support***

To ensure the success of CTL's mission, the Executive Director will work alongside UNM Faculty and administration, CTL staff, and UNM students to build and implement a shared vision and strategic plan that promotes faculty development and pedagogical innovation, and integrates this with student learning support to foster a holistic approach to teaching and learning. The Executive Director will bring a collaborative and inspirational leadership approach, building positive relationships and trust with faculty, staff, and students to promote a spirit of community, equity, and shared endeavor across UNM. This individual will also work to enhance collaboration and communication across CTL's four functional areas to promote the integration of services and sharing of expertise. In addition, the Executive Director will engage in institutional strategy building to promote the value and importance of teaching and pedagogy, and champion initiatives to enhance instructional practices and course design to help address persistent equity gaps and improve the quality of educational experiences for all UNM students. The Executive Director will work to position CTL as a driving force in advancing teaching and learning excellence across the institution. by better incorporating and serving the diverse needs of all of UNM's campuses.

***Serve as a strategic partner to faculty on teaching and innovation***

As a champion for innovation and excellence in teaching, the Executive Director will strategically partner with faculty and academic unit leads to increase engagement in improving course design and teaching effectiveness. The Executive Director will join faculty and administrators in meaningful dialogue about effective teaching practices and expand professional development opportunities or other mechanisms to better meet instructor needs, as well as promote norms of continual skills development in teaching for faculty. Examples of possible opportunities include establishing uniform standards for online courses, utilizing assessment data to identify and promote evidence-based teaching practices that are both more effective and less labor-intensive for instructors, training faculty on conducting effective peer reviews, engaging in the vetting of new academic technologies, and developing course rubrics for consistency and quality across various course formats. These efforts aim to position CTL as a critical resource for faculty's professional growth and teaching excellence, ultimately broadening its engagement with the Center and positioning it as an indispensable faculty partner. To accomplish this, the Executive Director will leverage their knowledge of learning science literature and understanding of effective approaches and strategies to enhance or create new resources that empower instructors to deliver impactful and engaging educational experiences. Engaging a wider cross-section of faculty will involve a concerted internal marketing and communications effort across, and in partnership with, multiple colleges, disciplines, and programs.

***Collaborate across the University to support the success of UNM's diverse student body***

As UNM's applied learning science specialist, the Executive Director will represent CTL in collaborative university-wide spaces and will bring both a student-centered approach and fundamental motivation to support the success of UNM's diverse student body. The Executive Director will collaborate with others beyond CTL to align efforts with other student-facing units on campus to address equity gaps in courses across the UNM curriculum and ensure a holistic approach to supporting UNM students. In addition, the Executive Director will emphasize the systemic integration of faculty teaching development with student learning support to promote equity and academic excellence. In doing so, the Executive Director will utilize data to inform teaching and learning enhancement suggestions for in-person, hybrid, and online courses. The Executive Director will stay abreast of higher education trends (e.g., integration of artificial intelligence and academic technologies, innovative pedagogies) and will engage with committees, other collaborative groups across UNM, and the Office of Academic Affairs to strategize on ways to best prepare UNM faculty and support UNM students.

***Maintain a supportive, collaborative, and inclusive team culture***

CTL's outstanding, distributed, and dedicated team is indispensable to fulfilling its mission. The Executive Director will continue to cultivate a positive, people-first work environment that values creativity, trust, inclusivity, and collaboration. To ensure CTL's diverse team can continue to serve its students effectively and maintain minimal turnover, the Executive Director will embrace a learner mentality and serve as an active listener to understand the drivers behind staff satisfaction and success. This individual will leverage learnings to strategically invest in resources that support its employees, including professional growth and development opportunities for staff at all levels and recognition for notable individual and team accomplishments. The Executive Director will also review internal structures to identify opportunities for operational effectiveness. In doing so, the Executive Director will be committed to ensuring a healthy workplace environment and further establishing CTL as an exceptional place to work.

***Elevate CTL's local and national visibility***

To further CTL's impact, the Executive Director will collaborate and advocate for CTL as a critical university function and seek and increase resources that will advance CTL's visibility and priorities. The Executive Director will pursue opportunities to enhance resources through diverse means, potentially including extra-mural grant support, engagement with the New Mexico legislature in coordination with the UNM Government Relations Office, and the cultivation of external partnerships.

**QUALIFICATIONS AND CHARACTERISTICS**

This position calls for a leader with strategic vision, skills in DEI best practices, and an innovative mindset who can also lead effectively through collaboration. The successful candidate will possess an earned doctorate or other terminal degree appropriate to the field from a nationally accredited institution or foreign equivalent and at least five years of supervisory leadership experience in a higher education

setting. They will also bring experience as a college or university instructor of record in credit-bearing courses at the college or university level.

While no single candidate will possess all the ideal qualities and skills, the next Executive Director will possess many of the following:

- A firm understanding of and commitment to the mission of CTL;
- Experience working with underrepresented student groups and a commitment to student success, preferably at a Hispanic Serving Institution (HSI) and/or Minority-Serving Institution (MSI);
- Demonstrated excellence in promoting faculty development and pedagogy in traditional and online education instructional settings;
- Demonstrated experience in promoting student learning and success;
- Prior supervisory experience; strong leadership, organizational, management, and team-building skills; demonstrated experience managing people and teams;
- Demonstrated ability to inspire, persuade, lead, and work collaboratively in a complex, multi-disciplinary higher education setting with a successful record of managing change;
- Aptitude for engaged and consultative leadership and creative problem solving; demonstrated commitment to consensus building and collaboration, combined with capacity to make difficult decisions;
- A deep understanding and appreciation of the educational value of a diverse community; demonstrated commitment and experience nourishing a cultural climate that supports the advancement of diversity, equity, and inclusion;
- Outstanding interpersonal skills and emotional intelligence, including exceptional communication and listening skills;
- Ability to represent and advocate for CTL compellingly in a variety of professional situations;
- Effective presentational experience across a variety of settings and audiences;
- Record of scholarly publication on effective teaching or learning science;
- Experience with fundraising, including grant writing, grant management, and successfully obtaining funding; and
- Prior budget management experience within a higher education setting.

## LOCATION

The state of New Mexico is known as "The Land of Enchantment" or "La Tierra del Encanto" because of its scenic beauty and rich history. New Mexico offers a wide variety of art, music and dance, breathtaking landscapes, and multicultural heritage, including a combination of Native American, Hispanic, and Anglo cultures that cannot be found in any other state in the U.S. New Mexico has the highest percentage of Hispanics in the U.S., including descendants of the original Spanish/Mexican settlers who have lived in the area for more than 400 years, as well as more recent immigrants from a variety of nations in Latin America. It has the second-highest percentage of Native Americans as a proportion of the population and the



fourth-highest total number of Native Americans. The major Native American nations in the state are Pueblo, Navajo, and Apache peoples.

New Mexico has one of the most diverse landscapes in the world, with a range of incredible outdoor adventures to match. The geography ranges from snow-capped 13,000-foot peaks, wildflower fields, thick forests of cottonwoods, white sand dunes, volcanoes, and lava fields to vast expanses of ranchland and desert. Averaging 310 days of sunshine a year, it is also a great place for outdoor activities, including biking, skiing, hiking, or golfing. Residents and visitors alike take advantage of the many traditional New Mexican restaurants, enjoy world-class visual and performing arts, and visit the many museums and historical sites around the state.

The University of New Mexico Main Campus is located in Albuquerque, a vibrant metropolitan area that boasts the title of being the most populous city in New Mexico, with over a half million residents. The city has a rich culture and heritage as one of the oldest cities in the U.S. 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 River flows through the city, north to south. More information about Albuquerque can be found at <https://unmfirst.unm.edu/why-choose-us/why-albuquerque.html> and [www.visitalbuquerque.org](http://www.visitalbuquerque.org).

#### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-new-mexico/executive-director-teaching-and-learning>. Electronic submission of materials is required.

Carley Davenport and Leslie Lemus  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111

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