

June 2010



### **Vice President for Advancement**

The University of New Hampshire (UNH) seeks nominations and applications for the newly created position of Vice President for Advancement. This position, which is responsible for development, alumni affairs, and marketing and communications, will report to the University's President, Mark W. Huddleston, who assumed his position in 2007. The Vice President will be a member of the President's cabinet and one of the senior campus officers responsible for obtaining the resources to successfully implement UNH's recently released strategic plan ([www.unh.edu/2020](http://www.unh.edu/2020)).

This is an exciting and challenging opportunity for a senior leader to integrate and enhance the University's full range of advancement programs. Success in this undertaking is of vital importance to the University. The three areas in the Vice President's domain must be leveraged to increase private giving, build stronger bonds with alumni, and enhance UNH's visibility and stature in New Hampshire and beyond — all in support of fulfilling the mission and aspirations of the University.

For this senior level position UNH is seeking outstanding candidates who are highly effective organizational leaders and proven fundraisers. The Vice President will find many assets in place to support his/her work:

- the new organizational structure that groups alumni affairs, development, and marketing and communications under a single senior leader;
- a staff of 98 people and an annual operating budget of \$11 million;
- an alumni base of 125,000 individuals, almost half of whom live in New Hampshire;
- a new information technology platform (Banner) to integrate various activities in Advancement and enhance the group's work;
- the recently completed Strategic Plan, which is audacious in its aspiration, impressive in its breadth, and rigorous in its analysis of both pressures and opportunities, and which points to many fund raising opportunities;

- significant momentum to propel the University to new heights, as exemplified by the recently completed affiliation agreement with the Franklin Pierce Law Center, soon to be named the University of New Hampshire School of Law; and
- a President who is committed to devoting his personal time and energy to Advancement programs.

This is an opportunity for a great advancement executive to put his/her imprimatur on this important job and benefit the University.

### **The University of New Hampshire**

UNH is the flagship undergraduate, graduate, and research institution of the University System of New Hampshire (USNH), which also includes Keene State College, Granite State College, and Plymouth State University. UNH holds land-grant, sea-grant, and space-grant charters and is the only comprehensive public research doctoral-granting institution in the State of New Hampshire. As the land grant university for New Hampshire, it maintains a network of professional Cooperative Extension staff in all ten New Hampshire counties. The University is distinguished by its undergraduate access to nationally and internationally known research faculty, its graduate programs in a wide array of disciplines, its location in a beautiful and culturally rich part of the New England seacoast, and a strong sense of responsibility for the public good.

The main campus of UNH is located in Durham, New Hampshire, just 10 miles from the Atlantic Ocean. UNH has an urban campus in Manchester and maintains research facilities on the seacoast and in New Hampshire's White Mountains. Durham is located within an easy drive to Portsmouth, New Hampshire and about an hour's drive to both Portland, Maine and Boston, Massachusetts. Portsmouth and Portland are lovely seacoast cities offering many attractions and Boston is a major cultural and educational center.

UNH has approximately 13,000 undergraduates, 2,400 graduate students, 630 tenure/tenure track faculty, and 2,000 staff. It offers more than 100 majors throughout seven schools and colleges: the College of Liberal Arts; the College of Life Sciences and Agriculture; the College of Engineering and Physical Sciences; the Whittemore School of Business and Economics; the College of Health and Human Services; the Thompson School of Applied Science; and the University of New Hampshire at Manchester. Graduate degrees are offered in approximately 80 programs of study at the Masters level and 30 programs of

study at the doctoral level. The UNH Wildcats athletics teams participate in NCAA Division I and many student-athletes and teams are nationally ranked.

UNH's annual operating budget is \$500 million, including \$118 million of research expenditures. The endowment is approximately \$200 million.

### **UNH's Advancement Program**

The integration of the Advancement structure began in 2009 with alumni relations and development. In early 2010, communications and marketing were added to complete the structure. As noted above, all of these activities directly report to the Vice President.

UNH's development activities are coordinated through the UNH Foundation, a nonprofit university affiliated organization founded in 1989. (The Vice President for Advancement will serve as the President of the Foundation.) The development staff is fully integrated into the new Advancement program and functions as an integral part of the University. The Foundation board, which includes many generous UNH donors, will continue to serve as an important advisory group for the University and especially the Vice President. The Foundation board also has fiduciary responsibility for a portion of UNH's endowment.

Within the development group there are 39 staff, including an Associate Vice President/Executive Director for Development who leads this area. Currently staff are organized into several groups: major gifts; the UNH Fund (annual fund); Wildcat Fund (athletics annual fund); gift planning; Peter T. Paul Challenge; principal gifts; donor relations; and foundations and corporations.

The University's only comprehensive campaign – Next Horizon (1998-2002) – raised just over \$100 million. In recent years, without an active campaign, the University has typically generated between \$1 million and \$1.5 million through its annual fund efforts aimed at current use and between \$10 million and \$14 million through major gifts for capital projects and endowment, planned gifts and, to a lesser degree, corporate and foundation support.

Another Associate Vice President serves as the Executive Director of the Alumni Association. Alumni affairs includes 15 staff and several units: finance; marketing, and affinity partnerships; alumni programs; and alumni publications and communications. The Alumni Association board, a diverse and engaged group of alumni, have just completed a two year strategic planning process for alumni affairs and these recommendations will be vital considerations for the

Vice President. The recommendations include, for example, designing a comprehensive reunion program; working jointly with the Athletics Department to increase alumni activity and interest; significantly increasing student engagement to build loyalty prior to graduation; and developing new alumni chapters.

Led by an Associate Vice President, marketing and communications is responsible for advancing the tradition of excellence at UNH through external and internal communications, strategic marketing, proactive media relations, university events, and development of relationships with key constituencies. The units in this group are: editorial and creative services, including the webmaster; media relations; university events and programs; and photographic and video production services. Staff in these units total 33.

Supporting these key groups are staff in Advancement Services (IT, records, and research), Finance, and Advancement communications.

### **Opportunities, Expected Outcomes, and Challenges**

Opportunities – A key attraction of this position is the opportunity to build upon a new, integrated Advancement program and support the University’s ascent to greater accomplishment and stature. The Vice President will have the flexibility to determine the best organizational structure within Advancement; clarify, and revise, where appropriate, roles and responsibilities; allocate resources to achieve an optimum balance of financial support among Advancement units; and create a communications program that broadly supports the University and helps to shape UNH’s brand and positioning.

The Vice President also will be a key participant in creating programs and activities that build a culture of engagement and philanthropy among students and alumni as well as the broader citizenry of New Hampshire. The Vice President’s success in closing major gifts and engaging academic leaders will set the tone for incorporating philanthropy as a key part of every student, graduate, and staff and faculty member’s experience. Philanthropy will become normative and expected.

#### Expected Outcomes

- UNH expects to increase annual giving many times over, and do so in the reasonably near future. With a large alumni base and with a high proportion of graduates in state, the annual fund receipts should rival those of the most successful institutions of higher education. Currently the University is

engaged in preliminary planning and assessments for the next major capital campaign. The campaign is likely to be launched within a year after the Vice President joins UNH. While no goal has yet been set, it is widely expected to be considerably greater than that of the last campaign, which was \$100 million.

The major increase in annual fund giving and the expected success on the next capital campaign will come from a newly energized Advancement staff; greater linkages with alumni and University friends; enhanced collaboration with UNH's colleges and schools; and enhanced visibility, stature, and brand for UNH through a sophisticated marketing and communications program.

- There are ten UNH alumni chapters in the US and the recently hired Associate Vice President/Executive Director intends to add new chapters every year. Formal reunion programs generally start at the 35<sup>th</sup> reunion year. Introducing early and frequent reunions will link alumni more closely to the University, and in turn this will benefit fundraising efforts.
- Marketing and communications will be highly integrated with fundraising and alumni affairs and will present clear and consistent messaging about the University's plans and aspirations, as well as the role alumni can play in reaching the articulated goals. The "marketing reach" will be important to raising UNH's visibility and stature outside of the state, both to increase out of state philanthropy as well as to draw out of state undergraduates to the campus.

Challenges – Achieving these major goals requires a strong leader who can integrate staff in the various areas (alumni affairs, development, and marketing and communications) into an effective and efficient organization. In this process, roles and responsibilities will undoubtedly evolve and change in order to gain the best results for UNH. Simultaneously, the Vice President must harmonize the work of the Foundation and Alumni Association boards with the overarching goals of the Strategic Plan as well as with operations within the Advancement program.

Working closely with faculty and academic leaders to build collaborative development programs will undoubtedly yield positive results; this will be a key endeavor after relatively little history of collaboration.

## **Qualifications**

The best candidates for this critical position will bring a balance of fundraising experience, energy, and organizational leadership experience. Ten years of advancement experience is required. Successful assignments in higher education or related fields in advancement leadership are desirable, including fundraising, alumni affairs, marketing, and marketing communications. Strong communication skills, demonstrated ability to work collaboratively with diverse constituents, and demonstrated success in leadership are necessary.

Candidates who thrive in environments where they lead through influence and persuasion are encouraged to apply.

Additional qualifications include:

- Proven and extensive interpersonal skills, business acumen, and commitment to promoting the success of Advancement and its staff;
- A proven track record of producing results and building a strong team culture within advancement organizations;
- A successful record leading extensive change in a complex environment;
- Successful experience working with volunteer boards;
- The ability to build and establish credibility with all constituencies – alumni, donors, senior executives at UNH, deans and faculty, staff, and other stakeholders – through excellent listening and communication skills that engender trust and encourage collaboration;
- A commitment to serving as a mentor to and advocate for the staff of Advancement and to working with the staff to develop a consistent and supportive environment for their services and activities;
- Honesty, integrity, sincerity, patience, perseverance, and a sense of humor.

The University seeks excellence through diversity among its administrators, faculty, staff, and students. The University prohibits discrimination on the basis of race, color, religion, sex, age, national origin, sexual orientation, gender identity or expression, disability, veteran status, or marital status. Application by members of all underrepresented groups is encouraged.

Please send nominations and applications to:

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