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The Opportunity

The University of New Hampshire seeks nominations and expressions of interest for the next dean of the College of Liberal Arts (COLA). As the state’s flagship research university, UNH serves that mission through strong academic and co-curricular programs that prepare students to mindfully and productively engage in the challenges facing the region, the nation and the world. The dean will begin her/his tenure at an important time in the university’s history. Recently completing the ambitious Celebrate 150: The Campaign for UNH, the University surpassed its fundraising goal by raising more than $300 million to support scholarships, academic programs, faculty, research and innovation. UNH also welcomed James W. Dean, Jr. as its 20th president on June 30, 2018, and Wayne Jones as its provost and vice president of academic affairs on November 19, 2018, with a shared commitment to student success, graduate education and research.

Comprised of four divisions in humanities, social and behavioral sciences, education, and fine and performing arts, COLA is the largest of the university’s colleges and plays a prominent role across a wide range of university programs, centers and institutes, and offers distinctive, experiential programs taught by world-class faculty. The college takes great pride both in its commitment to teaching and in its devotion to scholarly research, combining the best of a traditional liberal arts education with cutting-edge instruction in emerging fields. Home to a dedicated faculty of 340 distinguished scholars, researchers, and artists across 15 academic departments and 20 interdisciplinary programs, the college offers 52 bachelor’s degrees, 54 minors, nine certificate programs and 31 graduate degrees. More information about the college can be found at https://cola.unh.edu/.

Classified as Carnegie Research Very High, UNH is in the top 20 percent nationwide in research funding, and faculty members in COLA produce $5.5 million in sponsored research annually. Liberal arts faculty include Guggenheim Scholars, Carnegie Fellows, Fulbright Scholars and some of the most influential scholars, creative artists and scientists in their fields. The next dean will both celebrate and foster faculty success in these areas. Nationally recognized centers, such as the Crimes Against Children Research Center and Prevention Innovations Research Center, reside in the college.

The next dean will be the chief academic and administrative officer of the college, reporting to the provost/vice president for academic affairs. On the university level, the dean will provide leadership for the college by working with faculty, students, staff, alumni and other key stakeholders to support the university’s strategic plan, which will leverage the intersections and common strengths among the university’s many departments. On the college level, with a strong commitment to shared governance, the dean will play a key role in defining COLA’s participation in the plan’s interdisciplinary initiatives and strategic pillars, as well as provide leadership that supports continued excellence in teaching, research and artistic expression. The dean also will continue to nurture innovation and support fundraising projects, as well as drive student recruitment goals to increase financial resources.

The successful candidate must possess a terminal degree in a discipline related to one of the academic departments of the college, and have a record of distinguished scholarship and teaching that would support an appointment at the rank of full professor with tenure in a department within the college. S/he must have extensive and recent administrative experience in a higher education context, strong interpersonal skills and a commitment to shared governance and collegial decision-making.
Inquiries, nominations and applications are encouraged. For fullest consideration, materials should be received by February 25, 2019. Candidates should provide a CV, a letter of application that addresses the responsibilities and requirements described in this leadership profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically to the University of New Hampshire’s consultants Concetta M. Stewart, Ph.D., and Jennifer G. Bauer at UNHDeanCOLA@wittkieffer.com. Information about how to nominate someone or to apply for this opportunity can be found in the section titled “Procedure for Candidacy” at the end of this document.
The Role of the Dean, College of Liberal Arts

The dean is charged with the responsibility for fulfilling the mission of the College of Liberal Arts and the university. Specific responsibilities include:

- Promoting excellence in academic programs and in the teaching, research and service of faculty;
- Demonstrating strategic thinking, effective administration and fiscal management in order to enhance the college and its faculty;
- Fostering a culture of diversity among students, faculty and staff;
- Providing leadership for academic management that ensures excellent degree programs, efficient course offerings, effective program advising, increased student retention and timely completion of degrees;
- Collaborating with academic colleagues and leaders across the university to fulfill UNH’s strategic priorities;
- Developing external relationships for the benefit of the college and its academic programs;
- Actively participating in the community and enhancing effective partnerships between academic programs, faculty, students and community organizations;
- Carrying out the routine duties of the dean including convening Executive Committee meetings, maintaining the office records for COLA, evaluating performance of staff and faculty on a timely basis, handling tenure and promotion recommendations, and keeping the Provost’s Office informed about activities and programs within the college;
- Leading the college’s development and fundraising programs and activities in partnership with University Advancement; and
- Other duties as assigned by the provost.
The Dean: Opportunities and Expectations for Leadership

The new dean will address the following critical leadership issues, among others:

**Inspire faculty and support excellence**

COLA has a large and diverse set of disciplines. There are notable strengths among the faculty in the college, many of whom command high regard from colleagues in their disciplines internationally and across the campus. From a faculty perspective, the diversity in academic disciplines creates distinct challenges and opportunities to work together in teaching and research pursuits. The next dean will encourage creativity and innovation in pedagogy, research, outreach and administrative operations; and build mutually supportive relationships with central administration, deans, faculty from other schools, students and external supporters.

The next dean will have an approach to the liberal arts that balances commitment to traditional values and practices and innovative and forward-thinking ideas; and will understand and articulate the important role the liberal arts has in the future of higher education. To realize the full potential of UNH's largest college, the dean will have both the inclination and ability to understand and appreciate the unique qualities of the departments and programs across COLA and UNH, and the sophistication to tailor strategies, policies and resources to support each one’s success appropriately and effectively. The next dean will be a scholar who: can inspire both scholarly and teaching excellence among its diverse faculty; will work collaboratively with the faculty to manage the interests of all faculty, staff, and disciplines; and can identify ways in which these units can work together toward common goals and objectives that will move the College forward toward a shared vision.

**Develop vision of a shared future**

Both the College of Liberal Arts and the University of New Hampshire have ambitious goals, which can place significant demands on faculty members, administrators and staff. The college foresees a future built on its strong programmatic and scholarly foundations, leveraging its potential to explore new ideas and to contribute to the discovery of knowledge in all its disciplines as well as creating a distinctive educational environment for students. To this end, the dean will help create and articulate a clear vision for the school going forward, helping to underscore the importance of the liberal arts within the larger university.

Working closely with the faculty and other key stakeholders, the next dean will articulate a shared vision for COLA, building on work already done in this area, priorities, and opportunities for the college moving forward, ultimately working collaboratively with faculty, staff and students in setting goals and priorities.
that are aligned with university-wide strategic planning efforts. The dean will make strategic decisions, driven by data, to fund areas that will result in growth and retention and sustainable improvement across the college.

**Build a culture of transparency and collaboration**

The COLA community has an expressed desire for a stable and high-functioning dean with whom they can work transparently and collaboratively. The next dean will not only establish a culture that encourages and promotes transparency and collaboration internally, but will help identify and provide resources and frameworks for the organic and purposeful communication of information and ideas. The process of leading and managing should be executed through an open exchange that enables faculty, students and staff to have a voice in key decisions that impact the future of the college. The dean will be highly consultative, engaging departmental leaders, faculty, students and staff appropriately in decision making and communicating openly, clearly and routinely. At the same time, the dean must be capable of making timely, principled decisions in the best interest of the school and the university.

**Ensure financial stability**

Like many public research universities, UNH faces budgetary challenges. The next dean will collaborate with the provost and the senior leadership team to ensure that academic units not only have resources to support high-quality teaching and research but also operate as efficiently as possible. Strong fiscal management of the school and its resources will be critical to realizing the COLA's goals. UNH utilizes a Responsibility Center Management (RCM) budget process to align financial resource allocations and institutional priorities. In the near future the institution will be going through an assessment and review of the RCM budget process in which the new dean will participate and provide input.

The next dean will develop a plan that addresses the current financial constraints, and at the same time provides greater flexibility to support school needs. The school and its dean will need to assure that plans for the future allow it to preserve and strengthen its faculty and programs on an ongoing basis. This includes engaging with donors and other key influencers to attract extramural funding. The next dean will be an experienced change manager and academic administrator capable of leveraging resources to incentivize innovation, entrepreneurship and philanthropy.

**Focus on student success**

Recruitment, retention and persistence to graduation will need to be considered in the offerings of current and new majors/minors and programs to ensure student success and program viability. The dean will be expected to play a key role in refining the core curriculum; expanding undergraduate research and experiential learning opportunities; enhancing the racial, ethnic and geographic diversity of the student body; expanding graduate education, and maximizing academic opportunities in the liberal arts for all UNH students. It is expected that the successful candidate also will understand the local, regional and national demographics and career markets to best align programs within COLA and to improve recruitment and retention.
Professional Qualifications and Personal Qualities

Candidates will be committed to the goals of a liberal education, be passionate about the significance of the liberal arts in that context, and be able to articulate a vision of, and advocate successfully for, the college. The candidate must demonstrate skill and achievement in academic administration: this includes an understanding of the varied disciplines within a College of Liberal Arts; a proven ability to foster support for interdisciplinary programs and institutes in the humanities and social sciences; a commitment to and demonstrated record of support for research and graduate education; and a recognition of how the fine and performing arts contribute not only to a liberal arts curriculum, but also to the outreach mission of this flagship land-grant university.

Candidates should demonstrate the following:

- **Academic Excellence:** Intellectual curiosity and commitment to excellence in teaching, scholarship and public service as well as an understanding of how these components support the mission of COLA. A high regard for academic quality and experience in the measures of its success, including institutional accreditation.

- **Core Educational Issues:** A deep understanding of the higher education landscape, including the special role of public universities, the importance of a liberal arts education, the needs of both undergraduate and graduate education, the power of community engagement and entrepreneurship, and the compelling opportunities of interdisciplinary teaching and research.

- **Diversity, Equity and Inclusion:** A genuine commitment to diversity, equity and inclusion at all levels, and experience building programs and services that lead to the fullest realization of a commitment to inclusive excellence and an environment responsive to all forms of diversity and equity; work collaboratively with diverse communities, and be supportive of creative approaches to recruitment and retention of a more diverse faculty staff and to serving the needs of COLA and UNH's diverse student body.

- **Shared Governance:** Respect for and appreciation of the role of faculty, and readiness to work effectively in partnership with the faculty in the shared governance of the campus; ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the culture of shared responsibility, tenure and academic freedom. Experience in a collective bargaining environment would be helpful.

- **Management:** Familiarity with the complexity of a major comprehensive public research university; sophisticated skills and experience in strategic and academic planning, resource management and recruitment; ability to build a strong team to support oversight of the academic enterprise, including articulating clear goals, empowering people to reach them, and making tough decisions in a compassionate manner.
Financial Acumen: Experience managing a complex budget; ability to lead the college’s budget process and to work in close partnership with other senior leaders and deans to manage the institution’s resources. Ideally, experience working with and understanding of the RCM budget model and the ability to stabilize and maximize resources.

External Engagement: Experience in building strong engagement and partnerships locally, regionally, nationally and globally. An ability to form partnerships within and between colleges to build a dynamic learning enterprise while operating within a decentralized budgetary environment. Project a strong public presence for the school, promoting the accomplishments of the faculty, alumni and students to enhance COLA and UNH’s reputation. Experience as an effective fundraiser.

Data Orientation: A high comfort level with data, analytics and assessment of institutional effectiveness.

Internationalization: An understanding of the challenges and opportunities for internationalizing the undergraduate and graduate experience, and integrating the needs of professional programs into the college’s mission.

Advocacy: The diplomacy skills to work productively, in partnership with the provost, president and other deans to advocate effectively and broadly for both shared priorities and the unique needs of the College of Liberal Arts.

Education and Experience:

The successful candidate will have:

- The academic credentials and record of achievement that would merit a tenured appointment at the rank of full professor in one of the College’s programs.
- An earned doctorate or equivalent terminal degree from a regionally accredited institution.
- A distinguished record as a teacher, scholar and academic administrator in positions of increasing responsibility.

Personal and Leadership Qualities:

- Conveys deep respect and commitment to diversity.
- Outstanding communication skills, both in writing and in speaking, to individuals as well as to large and small groups.
- Comfort with a high level of transparency. Eagerness to work effectively with the chairs and administrative leaders to engage them collectively in addressing college-wide issues.
- Consultative but decisive approach to decision making.
- Demonstrates the ability to listening to a wide range of opinions.
- Personal qualities including: High emotional intelligence, courage, integrity, trustworthiness, optimism, persistence, humility, resilience, openness to new ideas, accessibility to colleagues, a sense of humor, and the drive to ensure COLA’s continued growth and success.
The College of Liberal Arts

The College of Liberal Arts prepares students to thrive and flourish in a rapidly changing world. With exceptional and relevant academic programs and faculty at the forefront of research and innovation, COLA inspires students to think critically, forge new ideas and explore global and diverse perspectives. Students are empowered to discover their potential, seek answers to society’s local, regional and global challenges, and contribute meaningfully to their communities and to the world. With strong writing and critical thinking skills, COLA graduates are in high demand in the state and nationally.

What distinguishes COLA is the people, the mission and the place. The liberal arts are central to the mission of UNH, a public research-intensive flagship land-grant, sea-grant and space-grant university. COLA faculty produce world-class research, scholarship and creative activity, and practice transformational teaching. They are committed to inclusion, sustainability and interdisciplinary work. They are stewards of the beautiful Seacoast region of New Hampshire and the world beyond. Through rigorous coursework, experiential learning and the Office of Career and Professional Success, COLA prepares students for fulfilling careers and flourishing lives.

Every area of the College engages with the wider community, whether it is teaching leadership development to youth, bringing the fine and performing arts to New Hampshire and the world, educating tomorrow’s teachers and leaders, exploring the relationship between humans and the Earth, studying the political landscape, preparing students linguistically and culturally for a diverse global context, or bringing the past to life or illuminating human behavior in society.

The College of Liberal Arts is the largest of the colleges at the University of New Hampshire, serving over 4,000 undergraduate students in 54 majors, and 500 graduate students in six Ph.D. and 25 master’s programs. The college has 215 tenured and tenure track faculty and 125 full-time non-tenure track faculty across 20 departments and 20 interdisciplinary programs, in four divisions: humanities, social and behavioral sciences, education, and the fine and performing arts. The college also includes six research centers, which provide support for both individual scholars and multidisciplinary teams.

The college provides the largest share of the core curriculum at the university, and contributes significantly to international, honors and undergraduate research opportunities across campus. The college places a high premium on both undergraduate and graduate instruction. The scholarship of its faculty is distinguished and both nationally and internationally recognized. It generates approximately $5.5 million in sponsored research annually. In keeping with the land-grant mission of the university,
the college also includes many key community outreach activities in the fine and performing arts, public policy, education and the humanities. The college subscribes to the full integration of research and instruction that serves the full potential of a research institution.

**COLA Statistics Worth Noting:**

**Undergraduate**

*Top 5%*

The highest paid graduates in education, and communication and journalism as ranked by College Factual for 2018

*Top 10%*

The highest paid graduates in English language and literature, and history as ranked by College Factual for 2018

**Graduate**

*Top 100*

The history and sociology graduate programs as ranked by *U.S. News and World Report* for 2018

*Top 30*

The sociology Ph.D. program at UNH has been ranked in the top 30 of sociology programs in the U.S. for scholarly research activity according to Academic Analytics data for 2016, the latest available. (There are 184 U.S. sociology graduate programs, 140 of which offer doctoral degrees.)

*Top 20%*

The history department’s Ph.D. program at UNH has been ranked in the top 20% of history programs in the U.S. for scholarly research activity within the Carnegie Classification of Doctoral Universities: Higher Research Activity according to Academic Analytics data for 2016.

*Top 20%*

The English Ph.D. program at UNH has been ranked in the top 20% of English programs in the U.S. for scholarly research activity within the Carnegie Classification of Doctoral Universities: Higher Research Activity according to Academic Analytics data for 2016.

*94%*

Percentage of recent COLA graduates reporting a positive career outcome following graduation, according to First Destination Survey 2017.

*70%*

Percentage of recent COLA graduates who participated in at least one internship, according to First Destination Survey 2017.
The University of New Hampshire

The University of New Hampshire, with an overall enrollment of 16,000, ranks among the top tier research institutions nationally. Its historic 2,600-acre Durham campus, resting lightly on old Ben Thompson's farm amid the rolling hills and riverbeds of Southern New Hampshire, is one of the most beautiful campuses in the nation. It is only one of three universities in the country to be awarded STARS Platinum rating by the Association of the Advancement of Sustainability in Higher Education. Together, the University comprises more than 200 programs in more than 100 major fields of study, interdisciplinary institutes, research centers, state-of-the-art facilities, and 750 full-time faculty. The University is made up of 11 schools and colleges including the College of Liberal Arts:

- Carsey School of Public Policy
- College of Engineering & Physical Sciences
- College of Health & Human Services
- College of Life Sciences & Agriculture
- Cooperative Extension
- Graduate School
- School of Marine Science & Ocean Engineering
- Peter T. Paul College of Business & Economics
- Thompson School of Applied Science
- UNH Manchester
- UNH Online
- UNH School of Law

The UNH Foundation, Inc. is an independent, 501(c)(3) nonprofit entity with 170(b)(1)(a)(iv) “publicly supported” status. The purpose of the Foundation is to coordinate the acquisition of private support, with particular emphasis on building endowment, for the benefit of the University of New Hampshire. Gifts are solicited from alumni, friends, corporations, private and public foundations, and volunteer-support organizations. As of June 30, 2015, the UNH endowment totaled $333 million, which includes the UNH Foundation endowment of $185 million and the University System of New Hampshire endowment of $148 million.

The University System of New Hampshire (USNH) is the largest provider of postsecondary education in the Granite State. With more than 34,000 enrolled students and 88,000 alumni living in state, the institutions of the University System - the University of New Hampshire, Plymouth State University, Keene State College and Granite State College - have a direct impact on hundreds of thousands of New Hampshire citizens every year.
Procedure for Candidacy

Inquiries and nominations may be directed in confidence to Concetta Stewart, Ph.D. and Jennifer G. Bauer, the Witt/Kieffer consultants assisting UNH COLA with this search, at UNHDeanCOLA@wittkieffer.com.

Candidates wishing to apply must submit materials electronically. Application materials should include a cover letter and curriculum vitae which will be made public should the candidate become a finalist. Please also include the names and contact information of five references; references will not be contacted without prior knowledge and approval of candidates. These materials should be submitted to the email address above. For best consideration, please send materials by February 25, 2019. Appointment will begin on July 1, 2019.

UNH is an Equal Opportunity/Equal Access/Affirmative Action institution. 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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from University of New Hampshire documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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