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**University of  
New Hampshire**

**President  
University of New Hampshire**

**THE SEARCH**

The University of New Hampshire (UNH), the state's flagship public research institution, seeks a creative, visionary and collaborative leader to serve as its next president. This is an exciting opportunity to lead a university that has enjoyed great success over the past decade characterized by strong student demand, growth in research funding, the creation and acquisition of new schools, transformative physical improvements, and the largest fundraising campaign in its history, which is near completion.

Founded in 1866, UNH has a presence in every county in the state and plays a vital role in the region as one of only a handful of institutions in the nation with land-, sea-, and space-grant designations. More than 16,000 students from 50 states and 71 countries engage with award-winning faculty in top-ranked programs in business, engineering, law, liberal arts, social work and the sciences across more than 200 programs of study. The main campus in Durham is consistently hailed as one of New England's most beautiful; additional campuses in Manchester and Concord draw on the opportunities and vibrancy of the state's largest city and New Hampshire's state capital, respectively. With more than \$100 million in annual research funding, UNH has distinguished itself as a top research university with an uncommon dedication to undergraduate teaching, evidenced by higher retention rates and smaller average class sizes than most of its peer public research universities.

UNH will require a leader who embraces the university's public service role; can communicate well to a wide variety of constituents; and who believes deeply in the importance of transparency, collegiality, diversity, and high academic standards in the service of transforming the world through discovery and the education of students. Reporting to the University System of New Hampshire Board of Trustees, the president will work to set the strategic course for the university as it faces the challenges that come with a competitive and shifting marketplace and declines in the number of high school graduates in the Northeast. The president will work to ensure that the university takes a lead in responding to and serving the state's rapidly changing economy and workforce needs. Working with faculty and academic leaders to find new opportunities for innovative programs and collaborations, the president will seek out partners in industry who can benefit from the university's breadth of excellent programs, champion the school tirelessly, and build relationships with the state's political leadership.

The executive search firm Isaacson, Miller has been retained to assist UNH in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

## **THE UNIVERSITY OF NEW HAMPSHIRE**

### **History and Context**

Founded in 1866 as the New Hampshire College of Agriculture and Mechanic Arts, UNH has proudly pursued its founders' goal of "fostering an educated citizenry, across the state." First situated in Hanover in connection with Dartmouth College, New Hampshire College moved to Durham in 1893 after Benjamin Thompson, a prosperous farmer, bequeathed land and money to further the development of the college. That year, Thompson Hall was completed and the College opened its doors in Durham. For more than a century thereafter, UNH grew exponentially as the GI Bill, the growth in academic fields of study, and expanding regional reputation brought waves of new students to the university's campuses.

Since then, the university has undergone major physical and programmatic expansions, all while retaining the feeling of a small, intimate liberal arts institution. UNH is distinguished as having land-, sea-, and space-grant institutional status – rare among universities in the nation. A major public university with a Carnegie Foundation higher research activity classification (R2), UNH offers its roughly 16,000 students more than 100 major fields of study, in addition to a wide variety of minors, dual majors, master's, and doctoral programs. From its campuses in Durham, Manchester, and the UNH School of Law in Concord, UNH serves the state through its distinguished programs of teaching and research as well as through continuing education, cooperative extension, cultural outreach, economic development activities, and applied research partnerships.

Its main campus in Durham, NH is located only a few miles from New England's historic Atlantic seacoast and just south of New Hampshire's famed White Mountains, about a 75-minute drive from Boston. The campus is home to an Amtrak train station with service north to Portland, Maine and south to Boston. The Durham campus houses five colleges, three schools and an institute. The UNH School of Law (formerly Franklin Pierce Law Center) is located in Concord, near the state's Capital, and the Concord campus is also home to researchers from the Institute for Health Policy and Practice (IHPP). The UNH-Manchester Campus serves non-residential students and is proximate to New Hampshire's key, diversified industry clusters.

## **THE PEOPLE**

### ***Faculty and Research***

Faculty at UNH are world-renowned researchers, Pulitzer Prize winners, Guggenheim and Carnegie Fellows, and recipients of numerous other honors awarded to leaders in their fields. Over the past two years, five UNH faculty members received the prestigious National Science Foundation (NSF) CAREER award. They are also known for taking great pride in the quality of the overall student learning experience as evidenced by high-quality teaching and a commitment to undergraduate research. The 644 full-time and 401 part-time faculty teach students in small classes: approximately half of the classes at UNH have between 10 and 29 students. They mentor students in research and scholarship—both undergraduate and graduate—holding one of the largest annual undergraduate research conferences in the nation.

Grants and awards to UNH come from a broad range of sponsors: federal agencies, state agencies, foundations and other not-for-profits, businesses, and other universities and institutions. Federal agencies support the majority of the more than \$100 million in annual research funding at UNH, with The National Science Foundation, the U.S. Department of Commerce (in particular, the National Oceanic and Atmospheric Administration), and the National Aeronautics and Space Administration the largest sponsorships. Major research centers at the university include the Institute for the Study of Earth, Oceans & Space (EOS), the Center for Coastal and Ocean Mapping, Shoals Marine Laboratory, and the Flow Physics Facility. In addition, UNH was recently awarded a five-year, \$10 million National Institutes of Health (NIH) Center of Biomedical Research Excellence grant to accelerate the translation of its biomedical and bioengineering research into clinical and commercialization opportunities leading to improved diagnosis and treatment of diseases.

### ***Students and Alumni***

The University of New Hampshire enrolls more than 16,000 students across its three campuses hailing from all 50 states. Nearly 800 students representing 71 countries are enrolled in various graduate and undergraduate programs. In addition to its 13,500 undergraduates, UNH has over 2,500 graduate students, including just over 250 students at the Law School in Concord. UNH received 19,966 applications for fall 2017 freshman admission. Of those applications, 15,275 (77%) were accepted and 3,019 enrolled as students with an average SAT score of 1180 and average GPA of 3.4. Approximately 53 percent of undergraduate students on the Durham campus hail from outside New Hampshire. The percentage of out-of-state students for the entire university is approximately 49 percent.

The University also offers 570 study abroad programs, providing ample opportunities for UNH students to explore the world. Students at UNH are supported by over \$100 million in financial aid awarded annually.

One of the major highlights of the undergraduate experience at UNH is the Undergraduate Research Conference (URC), an annual celebration of academic excellence. Each year, over 1,800 undergraduate students present at URC. These students are supported in their research efforts by more than 400 faculty mentors. During April and May, over 20 URC events are held in Durham and Manchester with all disciplines and majors represented.

In recent years, partly as a result of the success of the Navitas program—an international student pathways program that partners with universities to recruit and transition students to launch them on successful academic careers—the university has attracted an increasing number of international students. This is one important component of the university's efforts to create a more diverse and inclusive campus.

Students at UNH enjoy the intimacy and familiarity of a small college environment with an average class size of 20. UNH students often remark that the university has the feel of a liberal arts college tucked inside a major research university. UNH students find that, despite the institution's size, their professors take a personal interest in their academic success and overall welfare. It is, in fact, this widely-cited ethos that is so critical to attracting students, both near and far, to UNH.

On the Durham campus, UNH residence halls are clustered in mini-neighborhoods around campus in the form of traditional brick dorms, townhouses, and high-rises; the university also

offers themed houses or floors for arts, international experience, outdoor experience, and chem-free living, plus living/learning communities for selected academic programs and interests.

An active and engaged campus, the university offers over 250 student-run clubs and organizations. UNH also offers 31 club sports and an extremely popular intramural program, including sand volleyball, inner-tube water polo, wheelchair teams (handball, basketball, ultimate Frisbee) and broomball. The Hamel Recreation Center includes five basketball/volleyball courts; studios for fencing, martial arts, and dance; a suspended indoor track, a bouldering wall, and a vast fitness center. Finally, UNH's 20 Division I athletic teams are proud—and often storied—members of America East.

Upon the completion of their studies, UNH graduates join a proud, robust alumni network of 133,000 lifelong Wildcats in diverse locales around the globe. A recent Gallup report indicated very high levels of success and well-being among UNH graduates. The survey found that not only were 79% of UNH graduates in the last 6 years working full time, much higher than the national average of 65%, but they were also 23% more likely to feel engaged at work than the national average. Moreover, UNH graduates were 60% more likely to report that they are thriving in all five areas of well-being (financial, physical, community, purpose, and social) compared to the national average and other large public universities.

### **Staff**

The University of New Hampshire community is supported and served by approximately 2,800 staff members comprising exempt and non-exempt employees who are deeply committed to the university, working to improve and enhance the student experience and to support the faculty in their research and instructional roles. Staff employees are passionate about ensuring our students have the best experience possible at UNH. Whether it be the great care of the grounds and buildings consistently recognized as exemplary or the dining, counseling, technical and housing staff that support the day-to-day lives of students.

UNH strives to be an Employer of Choice and works to ensure high employee satisfaction. In 2011, UNH established a Flexible Work Arrangements Task Force to explore flexible work schedule policies and practices that align with the university's strategic planning goals, help employees sustain work/life balance, and save energy and resources, among other benefits. As a result of those efforts, the university provides access to best practices, policies and processes for employees and supervisors, in support of an engaging work environment.

## **ACADEMICS**

Students at UNH take advantage of more than 100 majors and over 200 degree programs. The university's strong national reputation has been built on offering a wide breadth of excellent programs across all disciplines and an uncommonly robust commitment to interdisciplinarity. Its unusual designation of a land-, sea-, and space-grant institution has led to national prominence for programs in the physical sciences and agriculture. Other strengths, such as a law school with a world-renowned intellectual property program and programs and research that make UNH a national leader in environmental science and the study of climate change, position the university well to tackle the most relevant issues facing the world today. UNH consists of the following major academic units:

- **College of Liberal Arts**
- **College of Engineering and Physical Sciences**
- **College of Health and Human Services**
- **Peter T. Paul College of Business and Economics**
- **College of Life Sciences and Agriculture**
- **Thompson School of Applied Science**
- **School of Marine Science and Ocean Engineering**
- **Institute for Earth, Ocean and Space**
- **Carsey School of Public Policy**
- **UNH- Manchester**
- **UNH School of Law (Concord)**
- **UNH Cooperative Extension**

For more information on the academic units and campuses in Durham, Manchester and Concord, please see the Appendix.

## **SUSTAINABILITY**

Sustainability is a university-wide endeavor at UNH.

The Sustainability Institute at UNH is the oldest endowed, university-wide sustainability program in US higher education. Launched in 1998 as the Office of Sustainability Programs, the institute serves as a catalyst, convener, and champion of sustainability ideas and actions across and beyond the University of New Hampshire, where some 300 faculty conduct sustainability research.

With a main campus powered by 100% renewable energy, UNH recently earned a STARS Platinum rating, becoming one of only three higher education institutions with the designation, the highest possible from the Association for the Advancement of Sustainability in Higher Education (AASHE).

## **FINANCES, BUDGETING, and FUNDRAISING**

The University of New Hampshire is funded by a combination of public and private support. Its largest source of revenue is derived from tuition and fees. As the university looks ahead, maintaining affordability and access for all qualified students, attracting new revenues derived from sponsored grants and contracts, and creating a culture of philanthropy to build its endowment will be the dominant areas of focus that contribute to a financially sustainable, resourceful, and responsible university.

For the 2017 fiscal year, UNH has an all-funds budget of \$607.5 million. With state support for its public universities the lowest in the country, New Hampshire institutions are very tuition dependent. The general appropriation from the state is, in any given year, roughly 9 percent of the overall operating budget. This number totaled just over \$55 million for the 2017 fiscal year. Tuition and fees, net of financial aid, accounted for \$223 million or nearly 37% of the operating budget. The largest budget expenditure was employee compensation at \$376 million or 62% of the total budget. UNH has an endowment of \$363 million. In addition to tuition, the current



capital campaign has been immeasurably important in charting a way forward for the university that ensures sustainability, while allowing for significant growth.

### ***Celebrate 150: The Campaign for UNH***

Celebrate 150: The Campaign for UNH focuses on five priority areas that support scholarship, teaching and research at the university. All gifts to UNH count toward the goal of this comprehensive campaign, which ends on June 30, 2018. Between the campaign's formal launch on July 1, 2011 and June 30, 2017, UNH has raised \$269.3 million and is just shy of its \$275 million goal. Of that total, \$103.2 million will go directly toward scholarships and student aid with another \$99.8 million earmarked for academic and other types of programs.

### ***Granite Guarantee***

Thanks to the \$103.2 million in campaign gifts supporting scholarships and student aid, UNH has been able to take a significant step toward realizing the first focus of CELEBRATE 150: ensuring that any qualified student can come to and graduate from UNH without incurring overwhelming debt. The Granite Guarantee is a new financial aid program for New Hampshire students eligible for Pell grants. It provides grant aid that does not need to be paid back to bridge the gap between the cost of UNH in-state tuition and a student's Pell grant. In short, it is a guarantee that New Hampshire students with significant financial need can attend UNH tuition-free. Starting in the fall of 2017, more than 400 students began receiving Granite Guarantee funding.

## **THE LOCATION**

### ***Durham, New Hampshire***

The university's main campus is located in Durham, New Hampshire, ideally situated only a few miles from New England's historic Atlantic seacoast and just south of New Hampshire's famed White Mountains.

Durham, a quaint, compact New England college town, is home to nearly 15,000 residents. There are cafés and restaurants, as well as apartments and townhomes that have been lovingly passed down by generations of students. Durham is extremely walkable, though mopeds are quite popular, as is Cat Cycle, the university's free bike program. In addition, the university's alternatively fueled WildCAT Transit buses go all over campus and to neighboring towns like Dover, Newmarket and Portsmouth.



On May 1, 2017, the Durham Town Council adopted Resolution #2017-19 affirming the Town of Durham as a welcoming community that embraces all people and their inherent inalienable right to life, liberty, and the pursuit of happiness; a premise fundamental to our nation. This welcoming spirit permeates both the town and the university. In addition, in the summer of 2017, Durham was ranked one of the safest college town in America.

## **New Hampshire**

New Hampshire encompasses a small but diverse geography stretching from the White Mountains and the Canadian border in the North to the suburbs of Boston in the south. Bordered on the east and west by Maine and Vermont, the state has a sizable rural population as well as small but cosmopolitan cities such as Manchester, Nashua, Portsmouth, and Concord. The state is home to approximately 1.3 million residents.



**UNH School of Law, Concord, NH**

New Hampshire is notable for its remarkable civic culture as well as the high quality of life it affords its citizens. The state is routinely recognized as the “most livable state in the U.S.” owing to its impressive natural beauty, various recreational and cultural opportunities, as well as other quality of life indicators such as low crime and negligible traffic. The state has a strong culture of independence exemplified by the official motto “Live free or die.” New Hampshire levies no personal income tax or general sales tax. The state also holds a special place in the national and international consciousness for its quadrennial “first in

the nation” presidential primary. Citizens take their civic responsibility seriously, and the level of engagement is impressive. The citizenry prides itself on being both broadminded and practical.

The size of the state along with the culture creates an environment that is uncommon in the U.S. Citizens are on a first-name basis with their elected officials and civic leaders. State-wide offices including the governorship are contested every two years. The bicameral legislative body, called the General Court, consists of the House of Representatives and the Senate. The House of Representatives is the fourth-largest legislative body in the English-speaking world with 400 members. New Hampshire is a state that both enables and demands a high level of personal engagement of its civic leaders.

### ***Advanced Regenerative Manufacturing Institute (ARMI)***

The Advanced Regenerative Manufacturing Institute (ARMI) represents one of the many connections UNH has to the state economy. Launched in the summer of 2017, ARMI is a non-profit organization located in Manchester that will create an industry to regenerate human tissue and organs.

Funded by \$80 million from the U.S. Department of Defense combined with more than \$214 million from industry, education and nonprofit partners, ARMI is led by inventor Dean Kamen’s Manchester-based, DEKA Research & Development. UNH will lead the national education and workforce development activities for ARMI, which boasts more than 80 partners from industry, academia, government and nonprofits.

ARMI taps UNH’s leadership role in creating powerful partnerships that leverage the university’s research and workforce expertise to drive economic development in the state. It also draws on the university’s growing life sciences strength. The university recently hired 18 new tenure-track

faculty with state-of-the-art knowledge in the life sciences, and its planned Biological Sciences Initiative will remodel and expand teaching and research facilities in the areas of bioengineering and cellular biology, fields relevant to tissue biomanufacturing.

ARMI is the 12<sup>th</sup> institute established as part of Manufacturing USA, a bipartisan program that brings together industry, academia, and government to co-invest in the development of world-leading manufacturing technologies and capabilities.



**UNH Manchester Campus**

## **THE UNIVERSITY SYSTEM OF NEW HAMPSHIRE**

Established by the state legislature in 1963, the University System of New Hampshire (USNH) is the largest provider of post-secondary education in New Hampshire. The USNH Board of Trustees have full fiscal and programmatic responsibility for the four public four-year institutions in the state, receiving an annual block grant from the legislature. With more than 31,000 enrolled students and 81,000 alumni living in state, the sister 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.

USNH is directed by a 29-member Board of Trustees comprising the governor, 11 governor-appointed members, six alumni-elected members, two student-elected members, the commissioner of education, the commissioner of agriculture, the presidents of the system's four colleges and universities, and the chancellor—who is the chief executive officer of the university system, Speaker of the House and Senate President. The board approves an annual budget for system institutions, including associated tuition rates and mandatory student fees. The four campus presidents report to the Board of Trustees, working closely with the USNH Chancellor on issues related to shared opportunities, mutual policy issues, and synergies.

## **CURRENT SITUATION AND THE STRATEGIC PLAN**

The new president of UNH will join the University at a time of tremendous opportunity, building on a strong foundation. Dr. Mark W. Huddleston, elected in 2007, will step down from the UNH



presidency on June 30, 2018 as the longest-serving president in the university's history. In his time at UNH, he has initiated far-reaching strategic planning processes that resulted in the creation of new colleges and record student enrollments. He spearheaded UNH's largest ever fundraising campaign, which is on the verge of reaching its goal of \$275 million for the university by 2018 with \$269.3 million raised as of June 30, 2017.

In 2010, UNH presented a 10-year strategic plan, "The University of New Hampshire in 2020," a blueprint created by hundreds of faculty, staff, students, and community members that is guiding the university's success amid the rapidly growing challenges facing higher education. The plan has helped shape remarkable achievement in academics, research, philanthropy and outreach, and across UNH's campuses in Durham, Manchester, and Concord:

- The opening of the Peter T. Paul College of Business and Economics
- The creation of the UNH School of Law (through an affiliation with the Franklin Pierce Law Center, and the Franklin Pierce Center for Intellectual Property)
- The launch of the UNH School of Marine Science and Ocean Engineering
- The launch of the Carsey School of Public Policy
- The expansion of UNH Manchester into the Pandora Mill building
- The creation of UNHInnovation for research commercialization resources
- Expanded global reach through international student enrollments, study-away programs, faculty exchanges, visiting scholars, and arts and cultural programs.

In his February 2014 "State of the University" address, President Huddleston called for a renewal of the strategic plan to affirm the university's direction and secure its long-term vitality in the face of continued rapid changes confronting higher education and global, national, and regional economies and societies.

This strategic plan renewal, partly informed by a survey of the university community, led to the articulation of six visions and values: a deep commitment to interdisciplinarity, a broadened definition of scholarship, an enterprising spirit, a budget system aligned with strategic priorities, a culture of inclusion and diversity, and a commitment to sustainability. In addition, five strategic academic initiatives were put forth: interdisciplinary schools and academies; a learning centered environment for the 21<sup>st</sup> Century; Research, Scholarship, and Creative Activity; leveraging UNH's intellectual capital; and partnering for life: expanding and deepening UNH's strategic partnerships.

## **OPPORTUNITIES AND CHALLENGES**

Building on accomplishments of the last decade and the challenges facing UNH and other public institutions across the country, the president will be expected to address the following opportunities and challenges:

### ***Be a strong external advocate for UNH***

The president will inherit a university with a strong national profile and loyal alumni but a reputation statewide that is more complicated. While state funding only accounts for about nine percent of the university's budget, the relationship the university has with state legislators and policy makers, including the 424-member state legislature, affects the university beyond its bottom line. The president will develop a constructive dialogue with the state's political

leadership, media outlets, and citizens to champion the important work UNH is doing for the state's citizens and the symbiotic relationship between the university and the people of New Hampshire.

The president will be a persuasive and magnetic public figure who is comfortable navigating complex political waters. She or he will run a steady, focused campaign to overcome decades of skepticism from the media and the legislature. Improving this relationship will have far-reaching consequences for the university's ability to engage with people and institutions throughout the state and to attract New Hampshire's strongest students.

### ***Creatively build enrollment***

UNH has enjoyed slow and steady enrollment growth for most of the past two decades. The makeup of the student body, however, has shifted in numerous ways. Since 2015, more than half of the students at UNH have come from out of state. The percentage of underrepresented, international, and nontraditional students has also increased, reflecting changes in both the pools of high school graduates and the opportunities provided by the university. With declining numbers of high school graduates in the Northeast expected for the next decade, it will be incumbent upon the president to be thoughtful and progressive in implementing a long-term strategy that embraces new student populations and takes into account the repercussions of any decisions made regarding enrollment management, financial aid, and academic programs with respect to state support.

Managing to remain selective and accessible will be a key challenge for a university with a mission to serve the state, strong consistent demand from students outside of the state, and limited capacity for immediate growth on its main campus. UNH has done much to diversify its campus over the past decade, from creating a relationship with an international student pathways program to strengthening relationships with community colleges. With a growing presence in Manchester and a capital campaign with a focus on student access initiatives, more opportunities will follow. The president will have a keen understanding of the higher education marketplace to anticipate changes that ensure continued robust enrollments while setting up the university for long-term success consistent with its mission.

### ***Ensure the campus is a place where diversity is embraced and celebrated as a core value***

The percentage of underrepresented minority students enrolled at UNH increased from less than six percent in 2006 to nine percent in Fall 2016. Such incremental progress is not simple to achieve in a state that is 94 percent Caucasian. New Hampshire is also one of eight states that have enacted laws limiting affirmative action measures in university admissions. In this context, the importance of developing a campus climate that is welcoming to people of all backgrounds and experiences is critical, not only to improve the university's ability to attract quality students, faculty, and staff, but to fulfill its mission as a public university and prepare students for a world where interacting positively with people who are different from them is vital to success.

Diversity is a closely-held community and academic value at UNH, expressed in official statements from the president and faculty. Like many universities, however, UNH is not without its challenges in this respect. Multiple incidents on campus last year led to increased dialogue about diversity, inclusion, and the presence of racism on campus. A task force on campus climate began work in August 2017, tasked by President Huddleston with reviewing existing diversity and inclusion initiatives, identifying gaps, and making recommendations after extensive conversation with the community. The new president will continue the university's commitment

to a campus environment that is welcoming and celebrates diversity in all its forms. He or she should be proactive and a visible presence in addressing issues head on and inviting an open and respectful dialogue on these important challenges.

***Articulate and execute a distinctive vision***

The president will guide the strategic direction of UNH, developing and implementing a strategic plan in collaboration with the university community and the public it serves. The university is strongly positioned, but success must be earned every day. In a climate of increased competition for students and funds from the state and federal government, it is vital that the president bring a sharp focus to the university's pursuits and leverage all of its many assets. The president will have the creativity and courage to pursue new ideas and the good judgment to ensure those ideas resonate with the strengths and mission of the university. She or he should be willing to take well-considered risks, carefully pursuing initiatives that will enhance the university's national stature and having the ability to articulate the strategy behind them.

UNH has prospered as a major research university with the values and feel of a New England liberal arts college. The university has many opportunities to develop new research areas across a wide range of disciplines, pursue collaborations with industry and develop new ways to reach students. The value of an educational experience that produces well-rounded students who can think critically and are practice ready is more important than ever. These two visions—excellence in research and undergraduate learning inside and outside of the classroom—are mutually reinforcing. Setting a path for the community to follow in a resource-constrained context will take a thoughtful communicator who is both consultative and decisive.

***Engage with businesses in the state and region***

UNH's breadth, versatility, and statewide presence position it well to pursue partnerships with business and industry in New Hampshire, the region, and the world. UNH is leveraging its strengths in education and research in life sciences to take a lead role in major national initiatives such as the Advanced Regenerative Manufacturing Institute. The president of UNH has a unique opportunity for impact given the state's size and the university's positioning as the largest university in the state and New Hampshire's only public research university. The president will work internally to incentivize connections between colleges and businesses and externally to further build relationships with entities such as the Business and Industry Association and individual businesses to find areas of common cause and mutual benefit.

***Build a team and lead internally***

While the next president will play an important external role, he or she will also create an environment conducive to effective internal management, with clear systems that allow for the execution of projects and smooth day-to-day operations. Recruiting top talent into key positions and maintaining the high performance of the university administration will be a critical factor in executing difficult tasks and building trust. In the past decade, the university has made great strides in professionalizing and improving the efficacy of its fundraising and enrollment management functions, but there is more work to be done to align and systematize other processes across the university, which employs a Responsibility Centered Management (RCM) budget model, giving significant autonomy to its colleges. The president will be an engaged leader who works within this dynamic to encourage collaboration and lead through persuasion, exhibiting personal humility and deep respect for the views of others.

## QUALIFICATIONS

The successful candidate for President should possess many, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

- A gifted communicator who will champion the university and craft a consistent and clear message to a broad range of constituents. A strong advocate with political savvy to cultivate long term relationships;
- Devotion to the highest ethical standards, with personal and professional integrity above reproach;
- Senior leadership experience in a large organization and a proven ability to help constituents achieve strategic consensus. The ability to build and inspire teams and implement an ambitious vision in a complex organization;
- An understanding of the critical academic, political and business forces facing higher education and the ability to implement successful strategies to address them;
- A strong commitment to public education and appreciation for the important public role land-, sea- and space-grant institutions play;
- A demonstrated commitment to diversity and inclusion, including individual action and institutional leadership to advance them;
- A demonstrated commitment to sustainability broadly defined and the leading national role UNH has played in furthering values of environmental stewardship, social responsibility, and economic vitality to meet present needs and ensure the ability of future generations to meet their needs;
- A collaborative and transparent leadership style that will flourish in a culture of shared governance;
- Experience with fostering an integrated learning environment across multiple campuses and amongst undergraduate, graduate and professional schools;
- Highly developed interpersonal and communication skills, and the humility to embrace differences with grace;
- An innovator with the courage to take calculated risks and a critical thinker unafraid to confront the challenges facing higher education today;
- A strong academic record or an equivalent measure of professional experience with a demonstrated commitment to higher education;
- Demonstrated ability to work effectively with a full range of external constituents;
- Proven success and appetite for fundraising. The ability to represent UNH effectively to a wide range of constituents.



**TO APPLY**

**Applications, nominations and inquiries may be directed in confidence to:**

**Gale Merseth, Vice President    Greg Esposito, Managing Associate**  
**Kate Barry, Principal        David Ferguson, Associate**

Isaacson, Miller, Inc.  
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**Electronic submissions are strongly encouraged to [www.imsearch.com/6352](http://www.imsearch.com/6352).**

*USNH is an AA/EEO Employer, as noted in USNH policy –  
candidates of all backgrounds are encouraged to apply.*

## APPENDIX

### CAMPUSES AND ACADEMIC UNITS: DURHAM CAMPUS

#### ***College of Liberal Arts (COLA)***

With 4,000 undergraduate students in 39 majors (including 20 interdisciplinary programs), the College of Liberal Arts (COLA) is the largest college at UNH. The College offers the Bachelor of Arts degree in the 39 majors, the Bachelor of Fine Arts, Bachelor of Music, and Bachelor of Science in Neuroscience and Behavior along with a myriad of minors. COLA produces a packed calendar of talks and performances, screenings and exhibits, from its students, faculty, and renowned visitors. The College offers specialized study abroad programs, including justice studies in Hungary, history and culture in Russia, and architecture in Rome, as well as ongoing partnerships with universities in China and Ghana. COLA also offers scholarship programs to support global experience.

#### ***College of Engineering and Physical Sciences***

The UNH College of Engineering and Physical Sciences (CEPS) positions mathematics and the physical sciences (chemistry, earth sciences and physics) in the same administrative unit as computer science and the four engineering departments (Chemical Engineering, Civil and Environmental Engineering, Electrical and Computer Engineering, and Mechanical Engineering). This provides the opportunity to address 21<sup>st</sup> century problems, which inherently require interdisciplinary efforts, often combining engineering with the physical sciences, and both incorporating mathematics and computer science in educational, research and entrepreneurial activities.

Encompassing nine academic departments, the college is home to more than a 130 tenured and tenure track faculty and approximately 20 affiliated research and lecturer faculty. The College educates approximately 2,800 undergraduate and graduate students.

#### ***College of Health and Human Services***

The College of Health and Human Services is committed to partnering with public and private organizations to enhance health and improve quality of life outcomes, through the creation and dissemination of new knowledge, and the education of future health and human service professionals including in the areas of mental health and substance use. The College, with an enrollment of just under 1,700 students taught by 60 faculty, comprises eight academic departments and 11 centers and institutes devoted to applied research and practical expertise in areas ranging from health policy and practice to cardiac rehabilitation.

The College is home to the state's premier diagnostic and treatment center for speech, language, and hearing disorders; a laboratory school for more than 100 undergraduates engaged in experiential learning and teaching, and to an important initiative that pairs UNH students with nurses at Portsmouth Regional Hospital during a semester-long clinical rotation.

#### ***Peter T. Paul College of Business and Economics***

Approximately 2,600 undergraduate majors and 300 graduate students are taught by 73 faculty in the college of business, named after a 1967 graduate of the school who, in 2008, gave the university \$25 million toward the building of the new business school. In addition to

undergraduate majors in business administration, economics, and hospitality management, Paul College offers an MA and PhD in economics, MS degrees in accounting and analytics and an MBA – which includes part-time and online programs ranked in the top 100 in the nation by U.S. News and World Report.

The First-year Innovation and Research Experience, widely known as FIRE, helps distinguish the college with an integrated, team based, and game-like experience, guided by alumni and peer mentors, for first- year students to develop multidisciplinary solutions to real-world problems by employing emerging technologies.

Paul College's student organizations include: UNH Women in Business that hosts its own conference; the Atkins Investment Group, a well-established, student managed, strategic investment fund; and the Rines Student Angel Investment Fund that is one of the only student-run angel funds in the country. Graduates have a 96 percent placement rate; they find meaningful, inspiring work at leading firms and organizations around the world. Partly as a result of this, Bloomberg Businessweek ranked Paul College as a top 100 undergraduate business program—and a top 40 public university business program. With respect to student satisfaction, Paul College ranked 57 among all business schools.

### ***College of Life Sciences and Agriculture***

The 130 faculty in the College of Life Sciences and Agriculture (COLSA) educate roughly 2,200 undergraduate majors along with graduate students in nine master of science and doctoral programs along with a joint PhD program in natural resources and earth system science. Disciplinary strengths encompass the life and biomedical sciences, natural resources and environmental sciences, and sustainable agriculture and food systems.

The college also serves an important outreach mission for the university and manages research and teaching facilities across the campus and around the world—including in the Arctic Circle. A few examples: The Hubbard Center for Genome Studies supports the use of genomics and bioinformatics in the exploration of biological processes ranging from human disease to biodiversity. The New Hampshire Veterinary Diagnostic Laboratory assists the state of NH in their efforts to monitor and control important animal diseases, and contributes to the academic, research, and outreach missions of COLSA. The New Hampshire Agricultural Experiment Station sponsors applied research including sustainable agriculture and foods, horticulture, forest and wildlife management, natural resources, and quality of life topics in partnership with farmers, growers, producers to directly benefit New Hampshire and New England.

The college offers focused professional training in forestry, dietetics, medical laboratory science, pre-veterinary and pre-medical sciences, as well as popular academic programs in biology, nutrition, and environmental conservation and sustainability.. Medical laboratory science and dietetics students have nearly a 100 percent pass rate on national certification exams. COLSA's veterinary school acceptance rate is 85 percent (the national average is 50 percent). Graduates of the college's life sciences and biotechnology programs are highly valued by employers for their experience.

### ***Thompson School of Applied Science***

The Thompson School of Applied Science is an academic unit of the College of Life Sciences and Agriculture and offers the Associate Degree. A balance of professional, science-related,

and general education courses in applied curriculums prepare students to meet the specific demands of a technical or applied profession.

Faculty members at the Thompson School have significant work experience in industry and business; extensive and up-to-date knowledge of their specialties; ongoing contacts with practicing professionals; dedication to students and to excellence in teaching; and a commitment to practical, science-based education. They work closely with students, providing academic advising, career counseling, and special assistance, even outside the classroom, when needed.

### ***School of Marine Science & Ocean Engineering***

The School of Marine Science and Ocean Engineering is the University of New Hampshire's first 'interdisciplinary school,' designed to address today's highly complex ocean and coastal challenges through integrated graduate education, research and engagement. It serves as an interdisciplinary nexus for marine science and ocean engineering teaching and research across the University.

Combining traditional faculty and program strengths in Oceanography, Marine Biology and Ocean Engineering with an emerging Marine Policy focus, the School of Marine Science and Ocean Engineering provides its students with the scientific underpinnings of these disciplines while training them to contribute to and engage in scientifically-informed policy and resource management.

### ***Carsey School of Public Policy***

The Carsey School of Public Policy is nationally recognized for its research, policy education, and engagement. The school takes on the pressing issues of the 21st century, striving for innovative, responsive, and equitable solutions. With an expanding range of degree and non-degree programs, the Carsey School offers a growing number of opportunities for those interested in beginning, or advancing, careers in public policy.

In 2014, the Carsey Institute transitioned into the Carsey School of Public Policy after the University of New Hampshire received a gift of \$20 million from Marcy Carsey, '66 an award-winning television producer and co-founder of Carsey-Werner Productions.

### ***Graduate School***

The Graduate School and, in particular, doctoral education distinguishes UNH as a research university. Master's programs, both research and professional, further enhance the university's public land-grant, sea-grant and space grant mission. The Graduate School provides leadership to support the scholarly and creative efforts of the faculty and students, advances the principles of ethical conduct of research and scholarship, articulates and champions an institutional perspective on graduate education, promotes interdisciplinary scholarship and ensures that its graduates are prepared to become leaders in the 21<sup>st</sup> Century.

### ***Manchester Campus***

The mission of UNH Manchester is to provide the world-class UNH education and diploma to students in southern New Hampshire. Bringing together career-driven programs, faculty talent and a focus on experiential learning, UNH Manchester prepares students for success in their chosen field—and connects them to the wealth of opportunities in the region.



The Manchester campus is in the Pandora building, a renovated mill in the city's historic Mill Yard, home to firms like Autodesk, DEKA, Dyn and GYK Antler. Academic programs include emerging fields like neuropsychology, homeland security and analytics; most programs partner with local start-ups and national firms to offer internships and field experience.

Many of Manchester's 1,000 students attend UNH full-time and hold down a job or an internship. The faculty are accomplished, attentive, and accessible; the student-to-faculty ratio is 11:1, and 97 percent of classes have fewer than 30 students.

Manchester is home to 110,000 residents, flourishing media and technology sectors and a lively restaurant and music scene on Elm Street. *CNNMoney* called it one of America's best cities in which to launch a business. Students can take advantage of membership at the nearby Granite YMCA, room and board at the New Hampshire Institute of Art, and a lively list of clubs and activities, including the award-winning Enactus service and entrepreneurship club and a state-wide a capella competition hosted by UNH Manchester's own Milling Around.

### ***University of New Hampshire School of Law (Concord)***

Since its founding in 1973, Franklin Pierce Law Center, now the University of New Hampshire School of Law, has been a global leader in innovative legal education. It is an intimate, innovative law school, committed to developing students who enjoy challenging dialogue from the first moments of orientation, embrace practice-based, hands-on learning, and stand ready to join an extensive alumni network that includes leaders in many fields.

The school's focus areas help its 257 students shape their future practice: Intellectual Property, ranked #5 in the nation, boasts the largest full-time faculty in the field and UNH Law's IP library is the largest in the nation; commerce and technology includes a focus on e-Law; while public interest and social justice trains students in the delivery of legal services to all people from all walks of life. UNH School of Law hosts the Warren B. Rudman Center for Justice. Leadership and Public Policy as well as a number of certificate programs and institutes.

UNH Law's Legal Residency program allows students to work in their fields of interest for up to a full semester while receiving credit and the School's Daniel Webster Scholar program is the only practice-based bar exam alternative in the nation. Its location in Concord, New Hampshire's capital, and status as the state's only law school offer numerous *pro bono*, externship, and federal work study experiences. Moreover, UNH Law constantly updates its technology and programs to ensure that graduates are prepared to practice today's law.

The school's faculty consists of practitioners experienced in their fields of interest. The small student/faculty ratio promotes collaboration and collegiality. Accredited by the American Bar Association, the school's location in Concord places it in the state capital, home to local, state and U.S. federal courts. UNH School of Law is a member of the American Association of Law Schools and fully accredited by the American Bar Association. UNH Law's bar passage and job placement success reflect its graduates' academic accomplishments and practice readiness. Here are two highlights: In summer 2017, of UNH Law JD graduates who took the bar exam for the first time in New Hampshire, 94.1% of them passed. Of UNH Law JD graduates from the class of 2016, 91.8% of them secured employment within ten months of graduation.

### ***Cooperative Extension***

UNH Cooperative Extension gives the university a presence in every county in the state, bringing information and education into communities to help make New Hampshire's individuals, businesses, and communities more successful and its natural resources healthy and productive. For 100 years, specialists in UNH Cooperative Extension have tailored contemporary, practical education to regional needs, helping create a well-informed citizenry while strengthening key economic sectors.