

Challenge Profile

PRESIDENT **University of New Hampshire** **Durham and Manchester, New Hampshire**

THE SEARCH

The Board of Trustees of the University System of New Hampshire (USNH) invites nominations and applications for the position of President of the University of New Hampshire. As the leader and chief executive of the University, the President exercises broad executive powers over the instructional, research/creative artistry, engagement, student life, and community relations commitments of the institution. The President reports to the Chancellor of the University System, is a full member of the 27-member Board of Trustees, and is a colleague of the presidents of Plymouth State University, Granite State College, and Keene State College. The President of the University of New Hampshire will lead the campus community (both at Durham and Manchester) in planned development, enhanced external relations, and will play a principal role in the articulation of a compelling vision of public higher education for the state of New Hampshire, the New England region, and beyond.

THE UNIVERSITY OF NEW HAMPSHIRE

Founded in 1866, the University of New Hampshire (UNH) is a top-tier land-, sea-, and space-grant public university, serving approximately 12,000 undergraduates and 2,500 graduate students. Recognized as a rapidly rising star among research institutions, the University retains the atmosphere of a New England liberal arts college but with a high-quality research-active faculty dedicated to undergraduate as well as graduate teaching. A spirit of discovery naturally informs the curriculum, encouraging students to pursue their interests across disciplinary lines. Within its seven schools and colleges (College of Liberal Arts, College of Life Sciences and Agriculture, School of Health and Human Services, the Graduate School, Whittemore School of Business and Economics, College of Engineering and Physical Sciences, and UNH-Manchester) the University offers 2,000

courses in more than 100 majors, a challenging Honors Program, and a wide range of opportunities for internships, study abroad, and national exchange experiences. Participation in research is an expectation and a distinction of the undergraduate experience. As the only comprehensive public research, doctoral-granting institution in New Hampshire, the University occupies a position of particular prominence and enjoys ever-growing partnerships across the region, nation, and globe. The University of New Hampshire at Manchester was established in 1985 as the seventh college of the University to provide to residents of the state's largest metropolitan region selected liberal arts and professional degree programs at the bachelor's and graduate levels.

OPPORTUNITIES FOR THE NEW PRESIDENT

The University's next president will assume leadership of an institution well set on a trajectory of excellence, with clearly established strengths, a venerable tradition, and a deeply committed campus and extended community. Following extensive consultation and broad participation in the development of the Academic Plan and the Campus Master Plan, the University now looks to its new president to work with all the constituency groups to build out these plans, consolidate resources, and seek new partnerships. Through its Academic Plan, the University seeks distinction for combining the living and learning environment of a New England liberal arts college with the breadth, spirit of discovery, and civic commitment of a land-grant, sea-grant, space-grant research institution. The five themes of the Academic Plan—Discovery, Engagement, Resourcefulness, Effectiveness, and Community—reflect the University's grounding in the traditions of liberal education, a commitment to open inquiry, and the centrality of dialogue in governance, curriculum, and community work. The planning process, in concert with the most recent NEASC self-study (2003), has served to clarify the mission, the values, and the academic and related priorities of the University as it recalibrates its course every five years. Simultaneous planning has occurred in student affairs, alumni affairs, financial affairs, research and public service, enrollment management, and outreach. Within this institution-wide framework, each school and college has also developed its academic and related plans. These offer new opportunities for collaboration across the campuses in ways that will benefit the state, the University System, the region, and beyond. With an unprecedented state capital appropriation and sale of revenue bonds, the University has completed the first phase of major construction, renovations, and upgrades of instructional, research, and student life facilities. The second phase is currently in progress. Recognizing its role as both an educational institution as well as a corporate global citizen, UNH is working to lessen the environmental impact of its operations, better prepare its graduates to be responsible citizens committed to a sustainable future, and be more cost efficient. The University is served by an experienced and deeply-committed Foundation which recently completed

a major capital campaign and is preparing for its next, seeking additional resources to strengthen the quality as well as the reach of its programs.

However well positioned, the University must, in still greater partnership with private, public, and non-profit sectors, realize its potential for shaping a strong and diversified state economy, whether it does this through technological research activities that lead to new industries or applications, or through the training of future entrepreneurs who will develop the knowledge base to grow the New Hampshire economy. In association with its sister USNH institutions, the University must regularly assess its responsiveness to changing circumstances and opportunities as well as evaluate the quality and accessibility of its current programs and services. The University must serve to broker interests, match resources, integrate disciplines, and leverage its intellectual capital in ways that are more consistent with the needs of a 21st century, global economy.

The appointment of a new president is, therefore, a particularly important opportunity to reaffirm cherished traditions, build upon work in progress, but also to identify new opportunities. This search process begins in a very positive environment and with keen interest and high expectations on the part of all constituencies. "Listening Sessions" with students, faculty, professional and operating staff, alumni, UNH Foundation Board of Directors, and community members in both Durham and Manchester have identified clearly the principal challenges and opportunities facing the new president. She or he will be called upon:

- To strengthen UNH as the state's premier public research university, providing comprehensive, high-quality undergraduate programs and graduate programs of true distinction on the Durham campus and its urban campus at Manchester guided by the Academic Plan and through creatively matching existing resources and developing new ones
- To further the distinctive mission of UNH as the state's land-grant, sea-grant, and space-grant university by fostering a "culture of engagement and outreach" across all departments of the institution (including Cooperative Extension) and by identifying strategic opportunities and partnerships in the larger communities of the state and region
- To strengthen the University as an institution offering students a distinctive and holistic educational experience in the context of a renewed general education program, one that integrates disciplinary scholarship, preparation for success in a global economy, co-curricular activities, athletics, and residential living
- To foster a professional educational environment that values a faculty that is as committed to high quality teaching and advising as it is to research and creative artistry

- To articulate, encourage, and support the University's research and development efforts in an ever-more competitive environment by strengthening and expanding its partnerships with federal and state agencies and departments, and with established and emerging businesses in New Hampshire, the region, and beyond
- To build the University's capacity to be truly entrepreneurial across all programs and departments by engaging in research, technology transfer, and state, regional, and national economic development ventures
- To relate and effectively articulate the Mission of the University to the rapidly changing needs of a state and region undergoing major demographic changes
- To ensure the fiscal well being of the University through the development of and legislative advocacy for appropriate and proportionate operating and capital budgets (including support for scholarships, undergraduate and graduate program development, and investments in strategic initiatives) and to complement such efforts through significant, well-conceived and sustained fundraising efforts with the UNH Foundation and Alumni Association
- To nurture a culture of collaboration that truly values the talents and contributions of *all* members of the University community and inspires faculty, staff, students, alumni, partners, and supporters to bring their best to serve their shared vision of the University's future.
- To work effectively in an environment of shared governance as well as collective bargaining
- To provide leadership to the campus community by continuing the University's strong emphasis on the racial, ethnic, gender, and intellectual diversity of its faculty, staff, and student body, and by nurturing an atmosphere of free inquiry, tolerance, and celebration of diversity.
- To position the University as an effective and respected institution within the global environment by fostering an international perspective and forming strategic alliances with other universities, businesses, agencies, and organizations
- To provide leadership to Division I intercollegiate athletics, as well as related recreational activities, by ensuring appropriate representation, quality, support, and recognition of all programs offered by the University
- To work in a directly collaborative way with the Town of Durham and other nearby municipalities, and with local and area businesses and organizations to foster a greater sense of shared community, common purpose, and mutual respect and assistance on the part of students, faculty, staff, and their neighbors.
- To work in a directly collaborative way with the City of Manchester and Greater Manchester community to provide for the educational, cultural, social, and economic needs and to establish such partnerships as will serve those purposes
- To work with the Chancellor, fellow Presidents, Board of Trustees, and the UNH community to (1) increase the college-going aspirations of New Hampshire

students, provide access, ensure transferability, and foster diversity; and (2) be a true, contributing partner with other units of USNH in meeting regional and statewide workforce and economic development needs.

QUALIFICATIONS AND CHARACTERISTICS

The new President should possess a combination of personal qualities and professional experience that fully matches the critical and ambitious expectations of the UNH community and the Board of Trustees. The President must understand and be truly committed to the University's distinctive heritage, keen sense of community, strong tradition of shared governance, its expectation of frequent, open, and honest communication, its collective experience of investing selectively in distinctive areas of excellence, and its commitment to scholarship and learning among all its members. To fulfill the challenging but rewarding role of President, the successful candidate should be a person of tried and tested ability to be entrepreneurial in service of the University's mission and possess the interpersonal skills necessary to bridge constituencies within and without the institution. The ideal candidate should exhibit the following qualifications and characteristics:

- Outstanding academic credentials; a person with a keen intellectual interest, lively mind, and deep respect for academic inquiry, who will exemplify the central mission of the University as well as stimulate and nurture it
- A demonstrated ability to be both "hands on" and "hands around," balancing leadership of on-campus matters while advancing the mission of the University through external relations, the fostering of strategic partnerships, and advocacy for the needs of the University
- An abiding and demonstrated commitment to students, all aspects of their education and welfare, and a readiness to support them through formal and informal contacts, including participation in student life activities and events
- A successful and advancing record of achievement in the leadership of complex higher education institutions, including graduate and undergraduate education, competitive research, fiscal and human resources operations, and significant outreach beyond the home campus.
- A demonstrated skill for entrepreneurialism, ability to translate vision into an agenda, and the courage to carry it forward
- A leadership style that combines truly consultative and participatory governance with well-considered, timely, and responsible executive decision making
- Demonstrated ability to communicate superbly and interact effectively with students, faculty, staff, alumni, state and national officials and elected leaders, the media, foundation and agencies, and community, business, and professional leaders

- A strong, successful record of development and institutional advancement, and a commitment to fundraising, an understanding of the role of the president in development, and a proven ability to work with multiple constituencies to enhance the resources needed for the University
- A capacity to learn quickly the intricacies of the University itself as well as the distinctive New Hampshire culture and heritage, its economy, politics, social fabric, and institutional architecture
- Demonstrated ability to provide leadership to the campus community by setting an expectation for greater racial, ethnic, gender, and intellectual diversity among the faculty, staff, and students.
- A demonstrated ability to foster a sense of shared purpose, respect, and encouragement across all sectors of the University community.

The University of New Hampshire is most effective when its leaders are truly committed to the furtherance of diversity, interdisciplinary initiatives, well-advised risk taking, and open, data-based, decisive management. The University and the Board of Trustees seek a president who relishes the prospect of working with a talented team of colleagues, with ever new opportunities and partnerships, and who will make a sustained commitment of her or his time to seeing UNH through to greater achievement.

The University System of New Hampshire is an equal opportunity, affirmative action employer. Candidates of all backgrounds are encouraged to apply.