



University of New Hampshire

President

University of New Hampshire

Durham, New Hampshire

THE SEARCH

The University of New Hampshire—the flagship, public, research one university of the state of New Hampshire—seeks a passionate, articulate, and visionary leader to serve as its next President. The University of New Hampshire (UNH) is a land-, sea-, and space-grant institution and the essential public innovation and opportunity engine of New Hampshire, whose citizens rely upon its engagement with all 10 counties of the state through its cooperative extension; whose major industries and institutions seek partnerships with UNH scholars across engineering and the physical sciences, social and health sciences, law, business, and liberal arts; and whose students look to its multiplicity of transformative educational offerings that span geographies, modalities, and demographics. The President will build upon a rich and dynamic legacy of public service, scholarship, and pedagogy in a unique state whose proud citizens see UNH as a powerful tool for transformation and for advancing prosperity for all its people.

UNH was founded in 1866 and is the flagship and largest institution of the University System of New Hampshire (USNH). Its physical presence spans the main campus in Durham, the UNH Franklin Pierce School of Law in Concord, and the UNH Manchester campus. UNH serves approximately 16,000 students (13,000 undergraduate students and 3,000 graduate students) in 11 schools and colleges, taught by 1,500 faculty and 2,800 staff. The campus in Durham is consistently hailed as one of New England’s most beautiful, and its coastal location and proximity to Boston allow a diverse array of programs to flourish in a culturally rich, intimate community. UNH is a leader in new and differentiated learning modalities and its recent integration of Granite State College has greatly expanded UNH’s capabilities in online, distance, and hybrid learning. Its unique geographic span leverages the opportunities and vibrancy of the state’s largest city and New Hampshire’s state capital, connecting UNH both with New Hampshire’s deeply engaged legislature as well as its established and emerging industries. The University is classified as a Carnegie Research 1 institution, bringing in \$210 million in competitive external funding in FY23. UNH is quickly growing in prominence as a top tier research institution that strikes a unique balance with its deeply held beliefs in student access and success across New Hampshire and New England.

Reporting to the University System of New Hampshire Board of Trustees, the President will provide strategic leadership and deft administrative management for the University, embracing the institution’s public service role and effectively communicating to a wide variety of constituents, internal and external. The President will be a firm believer in, and champion of, the highest ideals of transformational education and impactful research aimed at global challenges and global solutions. By prioritizing transparency, collegiality, diversity,

and high academic standards, the President will adroitly navigate the challenges that face higher education and respond to the state's rapidly changing economic, demographic, and workforce realities. As a pillar of the community and a strategic thought leader, the President will seek out opportunities to further collaborations, develop new opportunities for innovative programs, and steward the critical relationships and partnerships that have defined UNH's success and impact throughout its history.

In this recruitment effort, the University of New Hampshire has retained Isaacson, Miller, a national executive search firm, to assist the University with the search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

ABOUT THE UNIVERSITY OF NEW HAMPSHIRE

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.

In the century and a half since its establishment, UNH has undergone major physical and programmatic expansion while maintaining its deep and abiding ties to people and place and upholding its commitment to student access and success. 1985 saw the reintegration of Manchester's Merrimack Valley College under the formal aegis of UNH, becoming the UNH Manchester campus at the heart of the state's innovation ecosystem. In 2010, the University formalized its relationship with the Franklin Pierce Law Center by signing an affiliation agreement that ultimately resulted in a full merger of the two institutions. This merger established New Hampshire's sole law school as a critical component of UNH's comprehensive academic offerings and a major conduit for collaboration with the New Hampshire state legislature. The Franklin Pierce School of Law is widely recognized as an innovator in legal education and a powerhouse in intellectual property. UNH Law is tied with both Harvard Law and Columbia Law as one of the country's best intellectual property law programs according to [U.S. News and World Report](#) and also holds an A+ rating in intellectual property law by prelaw magazine.

UNH reached coveted Research One status in 2019, building on its historic strengths across a range of disciplines including earth systems, space, and social sciences while also establishing and reinforcing additional areas of excellence in health, childhood development, agriculture, business, law, and other domains. And in 2023, UNH formally submitted its application to become a Carnegie Community Engaged Institution in recognition of the ongoing collective efforts made by UNH students, faculty, staff and leadership to connect with and positively impact its state, region, and the nation. The University is consistently ranked in the top 10 of the safest college campuses in the United States, and the town of Durham, where the UNH main campus is located, was recently [ranked](#) as the second safest college town in America. UNH is also an

international leader in sustainability and is committed to ensuring its students are empowered to address the challenges and opportunities of sustainability in a rapidly changing world. UNH is one of only nine higher education institutions in the nation to earn a platinum rating from the Sustainability Tracking, Assessment and Rating System (STARS), the most rigorous system in higher education for measuring sustainability. In 2021, UNH earned the 5th highest score among the other schools in the nation who achieved platinum, placing the University in the top five out of nearly 700 schools for its sustainability practices across all aspects of the University—curriculum, operations, research and engagement. In addition to the platinum rating, UNH was recently ranked 9th among the Top 20 Coolest Schools of 2021 by the Sierra Club and remains a fixture on the Princeton Review’s Green Honor Roll, just one of 27 named out of more than 800 reviewed.

UNH continues its evolution in the present day, with its most recent absorption of Granite State College to broaden its online and distance offerings to a broader set of learners, and with major efforts underway to unify systems and shared services across its diverse component parts. Today, 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. Faculty at UNH are comprised of tenure-track, research, teaching faculty, and research scientists spread across the following major colleges, schools, and research institutes:

- **Carsey School of Public Policy**
- **College of Engineering and Physical Sciences (CEPS)**
- **College of Health and Human Services**
- **College of Liberal Arts (COLA)**
- **College of Life Sciences and Agriculture (COLSA)**
- **College of Professional Studies**
- **Graduate School**
- **Institute for the study of Earth, Oceans, and Space (EOS)**
- **Peter T. Paul College of Business and Economics**
- **School of Marine Science and Ocean Engineering**
- **Thompson School of Applied Science**
- **UNH Extension**
- **UNH Franklin Pierce School of Law (Concord)**
- **UNH Manchester**
- **UNH Online**

For more information on the academic units and campuses in Durham, Manchester, and Concord, please visit: <https://www.unh.edu/academics/colleges-schools>.

THE STATE AND 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 three public four-year institutions in the state, receiving an annual block grant from the legislature. With more than 30,000 students enrolled annually and over 90,000 alumni living

in the state, the sister institutions of the University System—the University of New Hampshire, Plymouth State University, and Keene State College—have a direct impact on hundreds of thousands of New Hampshire citizens every year. USNH strives to assure the availability of appropriate higher educational opportunities to all New Hampshire people; seeks to enroll a diverse student population to enhance educational experiences; and provides programs and activities based on a commitment to excellence. Through its institutions, the University System engages in research which contributes to the welfare of humanity and provides educational resources and professional expertise which benefit the state and its people, the region, and the nation.

Home to approximately 1.3 million residents, the state 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. New Hampshire is notable for its remarkable civic culture as well as the high quality of life it affords its citizens, who are nationally recognized for the seriousness with which they approach their civic responsibilities. The citizenry prides itself on being broadminded, independent, and practical. UNH embraces the importance of New Hampshire's state culture and its centrality to addressing the state's major challenges.

The University of New Hampshire's main campus in Durham, NH, is located only a few miles from New England's historic Atlantic seacoast, just south of New Hampshire's famed White Mountains, and approximately a one-hour 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 the University's Sustainability Institute. The UNH Franklin Pierce School of Law is located in the state capital of Concord, and the UNH Manchester campus serves non-residential students and is proximate to New Hampshire's key, diversified industry clusters. From its campuses in Durham, Concord, and Manchester, UNH serves the state through its distinguished programs of teaching and research as well as through continuing education, cooperative extension that reaches every county in the state, cultural outreach, economic development activities, and applied research partnerships.

The size of the state along with its engaging 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 from its civic leaders.

THE PEOPLE OF THE UNIVERSITY OF NEW HAMPSHIRE

Leadership

Outgoing President James W. Dean became the 20th President of the University of New Hampshire in June 2018. Dean has more than 30 years of experience in public higher education scholarship, research, fundraising, and leadership. Before joining UNH, he served as Executive Vice Chancellor and Provost at the University of North Carolina—Chapel Hill, where he was a professor of organizational behavior and had previously served as dean of the Kenan-Flagler Business School. Since joining UNH, Dean has steered UNH toward becoming one of the nation's top 25 public universities in the most important measures of academic performance by articulating a clear vision and actively enacting shared objectives for the future of the University. In May of 2022, then USNH Chancellor Todd Leach stepped away from his role which resulted in President Dean assuming the dual role of President of UNH and Interim Chancellor of the System. The Trustees have made clear that the next President of UNH will report solely to the Board and that the two roles will be separate and distinct.

Wayne Jones, Jr. became Provost and Vice President for Academic Affairs at the University of New Hampshire in November 2018 after six months in the interim role and having previously served as dean of UNH's College of Engineering and Physical Sciences (CEPS). Jones is a chemist, materials scientist, and prolific researcher. He has over 150 publications, supported by grants from the NSF, NIH, NIST, and the Department of Defense and is a Fellow of the American Chemical Society.

Faculty

Faculty at UNH are world-renowned researchers, Pulitzer Prize winners, Guggenheim, Fulbright, and Carnegie Fellows, and recipients of numerous other honors awarded to leaders in their fields. 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 900 full-time and 600 part-time faculty teach students in predominantly small classes, with a 16:1 student to faculty ratio. UNH faculty mentor students in research and scholarship—both undergraduate and graduate—holding one of the largest annual undergraduate research conferences in the nation.

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 their 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 staff provide a critical foundation for the University's success.

Students

UNH is committed to student well-being and creating a safe, inclusive, and vibrant community in which all members can be successful and reach their full potential. The University of New Hampshire recently ranked third in the nation in the Foundation for Individual Rights and Free Expression's (FIRE) latest national survey on campus free speech. UNH enrolls more than 16,000 undergraduate and graduate students across its three campuses hailing from 52 states and territories and representing 43 countries. The University's steadfast commitment to providing students with a sense of belonging is validated by the 86% first-year retention rate. Additionally, UNH continues to increase access to the University for New Hampshire students through the Granite Guarantee, which provides free in-state tuition to students who qualify for Pell grants. Since 2017, more than 2,000 students have enrolled at UNH through the program. By increasing affordability, strengthening community connections, and providing an excellent education across all learning modalities, UNH continues to be a top choice for talented NH students who are committed to serving their communities.

From its over 50 research centers and institutes to hundreds of study abroad and several other impactful co-curricular programs, the University provides ample opportunities for UNH students to make an impact, as well as explore the world. 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.

Alumni

Upon the completion of their studies, UNH graduates join a proud, robust alumni network of over 133,000 lifelong Wildcats in diverse locales around the globe. A Gallup report indicated very high levels of success and well-being among UNH graduates. According to the report, 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. UNH graduates also rank high in post-graduation outcomes with 94% of the class of 2022 indicating they were either employed or pursuing further education.

PROPELLING THE INSTITUTION FORWARD

In 2019, President Dean announced four strategic priorities to guide the University toward a bold future with an aspiration to be among the nations' top 25 public universities in the most important measures of academic performance. Over the course of the past five years, UNH has made great strides in student success, academic and research excellence, state outreach and engagement, and financial positioning. The next president will continue to build on these accomplishments and grow the University's advancement of the four strategic priorities.

Enhance student success and well-being

UNH intentionally recognizes students as whole individuals and prioritizes the connection between student health and its impact on their academic and personal success and capacity for well-being. UNH strives to ensure students are engaged, productive, and thriving campus community members. The University has enacted numerous programs to support student success, such as enhanced orientation and arrival programs, expanded professional advising, faculty mentoring, and more. Ultimately, the University's goal is to increase retention to above 90% in all demographic groups.

Expand academic and research excellence

UNH is proud of its scholarly achievements as a top tier research institution and its expansive offerings across a breadth of disciplines and robust commitment to interdisciplinarity. Grants and awards to UNH derive from a broad range of sponsors: federal agencies, state agencies, foundations and other not-for-profits, businesses, and other universities and institutions. Since the University's R1 designation in 2019, UNH R&D activity has continued to expand rapidly, with total research awards of \$210 million in FY23, a 40% increase in just 5 years. Additionally, in March 2023, the University officially announced the creation of the Hamel Honors and Scholars College, set to open in the fall of 2024. The college will significantly expand in-class and extracurricular opportunities for honors students and Hamel Scholars and create a dedicated living-learning community for high-achieving students. UNH is strategically and quickly growing its academic programs and research initiatives, with boundless opportunities for future success.

Embrace New Hampshire

By strengthening collaborations that support New Hampshire's economy and quality of life, the University will continue to support and grow its role as a trusted, valuable, and consistent partner. UNH partners with state agencies with the goal of creating economic and social impact. The University forges opportunities to connect knowledge generated through the institution directly to the public in ways that collaboratively address social issues and community needs and concerns. UNH Manchester serves as a key conduit in the University's efforts, home to major initiatives like the [Advanced Regenerative Manufacturing Institute \(ARMI\)](#)—a longstanding public/private partnership bringing the far horizon of research to the workforce development realities of the present—as well as numerous high-tech industries, financial services firms, and the Business and Industry Association, a longtime advocate for UNH. In 2019, UNH created the New Hampshire Business Advisory Council to help UNH leaders understand the challenges faced by NH businesses and connect them with UNH talent. UNH's collective efforts in this regard are leading to the creation of an innovation ecosystem in Durham named "The Edge," a proposed research, development, and innovation complex aimed at increasing economic growth, business partnerships, and opportunities for faculty and students to engage with a modern entrepreneurial ecosystem.

A critical advantage for UNH's efforts is its land-grant cooperative extension, which forms the connective tissue of the state's critical services well beyond the agricultural sector. UNH Extension's straightforward aim

is to make life better in New Hampshire, and it approaches this mission through public health and community resilience partnerships, training for first responders, and providing technical expertise to New Hampshire's independent and intrepid citizens.

Build financial strength

The University of New Hampshire strives to be a national leader in long-term cost management, sustainable investing, and aligning its budget and resources with its strategic priorities. UNH 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. To diversify revenue, the University plans to further expand its professional masters and certificate programs, as well as non-credit programs, including pioneering and class-leading micro credentialing programs. UNH aims to meet these goals by intentionally supporting workforce development needs and strategically increasing access for non-traditional students, as well as strengthening conduits between UNH and New Hampshire's community colleges.

More information on the University of New Hampshire's four strategic priorities can be found [here](#).

OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT OF UNH

The overarching charge for the next President is to safeguard and strengthen UNH's deep commitment to its students while securing and advancing its position as a key driver of innovation and transformational scholarly impact across New Hampshire, New England, and around the world. The President will harness the expertise and unleash the creativity of the faculty and staff to solve current challenges facing flagship institutions in an evolving higher education landscape. As the University transitions to the next leader, the president will balance the nuance of preserving what already makes UNH successful and unique while creating a forward-looking vision. The President will be energized and inspired by the following opportunities and challenges:

Define and champion an affirmative, expansive vision for the future of UNH as the essential public institution of the state of New Hampshire

UNH aims to drive innovation across New Hampshire as it has for over 150 years, and the President will carry this message to all corners of the state. Through their connection with UNH's major internal and external constituencies, and their attentiveness and openness to dialogue and co-creation, the President will articulate a vision for the future of UNH that leverages its great strengths as both an engine of innovation and impact and as a catalyst for transforming students' lives across New Hampshire and beyond.

The President will continue to engage with and inspire the state's fiercely independent citizens, helping to ideate new avenues to support their aspirations and define new opportunities for prosperity and personal fulfillment through accessible and multimodal educational pathways, entrepreneurial potential, and generative partnerships in the public and private spheres. UNH will continue to strike a unique balance between its investments in world class research and scholarship across the academic enterprise and the intimate student experience that has led thousands of Wildcats to build successful careers on the foundations laid at UNH.

Advance the administrative and support infrastructure of the University in a thoughtful, efficient, and inclusive manner

The President will lead UNH in modernizing shared services and build comprehensive systems to serve students, faculty and staff across schools and geographies. While utilizing new and emerging technologies and best practices from academe and industry, these systems will be chosen and implemented in a deliberate and consultative manner with respect for shared governance traditions and critical insights from the staff, faculty, and students who deploy, use, and maintain these systems. Through the course of these changes, communication will be a top priority to ensure inclusion and success. The President will continue to build and lead the senior administrative team including the selection of a new Chief Financial Officer (CFO), to ensure that UNH leadership aligns with and supports the highest aspirations of UNH's dedicated staff, faculty, and students for their community.

Connect the University to its mission creatively and compassionately in order to grow enrollment, reach new students, and endeavor to define new areas of scholarly impact

The President will provide leadership for enrollment growth to include an ever-expanding array of students at different stages of life and with differing interests and challenges. Building on the merging of Granite State College into UNH, affiliated with UNH Manchester, the University will continue to build new onramps to an ever-more-valuable UNH education. These will be designed to meet the needs of non-traditional learners, veterans, newcomers to the state, and those with a need to study online or in hybrid modalities because of their unique circumstances. Enrollment growth will also focus on UNH's strong and growing undergraduate research programs, especially those connecting with health sciences, sustainability, creative arts, and the social science and STEM fields broadly. Along the way, the President will be a champion for the redesign of the general education curriculum to strengthen ties between the humanities and the workforce.

Leverage the University System of New Hampshire, UNH's geographic distribution, and the unique culture and geography of the state of New Hampshire

The President will be a consequential leader within the University System of New Hampshire and will strengthen synergies with the System's other four-year institutions (Plymouth State University and Keene State College). As a member of the System's President's Council, they will uphold a collaborative and collegial relationship with the other two Presidents on the Council in order to serve the entire state and its higher

education needs. The President will embrace and champion the uniqueness of the state of New Hampshire, including its physical beauty, manageable size, engaged citizenry, and vibrant corporate partners. They will engage with the civic and business leadership of the state and the region as part of an innovation corridor that runs from Providence through Boston and southern New Hampshire, championing UNH as the cornerstone of the state's dynamic economy. And they will be a visible and influential presence in and supporter of UNH's important presence in Concord and Manchester, ensuring that these campuses garner the recognition and attention they deserve as critical drivers of UNH's success. The President will lead the preeminent public university in northern New England to make it the institution of choice for the best students in the entire region.

Steward and deepen partnerships and relationships to strengthen UNH's position

The President will be a highly-visible leader, ever-present in the UNH community, and committed to leaving a legacy that advances the interests of the University—on campus, across the state, and beyond. The President will build, maintain and strengthen ties to the state's elected and appointed leaders, making the case for strong support both financial and institutional. With a history of only modest financial support from the state, the President will seek aggressively to engage the business community, alumni, foundations, and other supporters to rally to UNH's ambitions and to its central role in shaping the cultural and economic future of the state. Working with a strong development team, the President will build upon UNH's previous fundraising successes to seed the ground for its highest aspirations. The President will also be an enthusiastic supporter of Wildcat athletics, an important element that ties current students to alumni and others who are proud of UNH's teams and student athletes.

QUALIFICATIONS AND CHARACTERISTICS

While no candidate will embody every quality, the successful candidate will possess many of the following qualifications:

- A deep personal and professional commitment to UNH's vision to be a leader in supportive, inclusive, student-centric teaching and learning while expanding the far horizon of inquiry and impact across all domains;
- The perspective needed to make difficult, strategic decisions and see them through to completion; the capacity to build, support, and lead strong teams; experience executing large, aspirational, entrepreneurial, and fiscally responsible plans;
- A skilled and clear communicator who will utilize new and traditional media, authentically engage constituents within and beyond UNH, and rally the community around shared goals and values;
- A record of success in addressing the concerns and anticipating the multifaceted needs of the UNH community, from faculty and students to UNH's dedicated staff;
- A strong commitment to public education and appreciation for the important public role land-, sea- and space-grant institutions play;
- A record of success in advancing diversity, equity, and inclusion efforts; a record of inculcating these values across a complex institution;

- Outstanding interpersonal skills and a high emotional quotient; humility and eagerness to listen and to engage as fluently with students, faculty, and staff as with business, government, and labor leaders; an excellent campus and public representative for the University;
- Unimpeachable ethics and integrity, with a demonstrated commitment to leading responsibly and fairly;
- A proven and tested administrative leader with demonstrated experience in financial, operational, and strategic leadership;
- Experience representing an institution compellingly to external audiences, including donors, community partners, and elected officials; the skills and personality to fundraise successfully; the passion to galvanize diverse constituent groups in support of the institution; the presence needed to raise the profile and visibility of UNH on local, regional, state, national, and international levels;
- A strong academic record or an equivalent measure of professional experience with a demonstrated commitment to higher education;
- An innovator with the courage to take calculated risks and a critical thinker unafraid to confront the challenges facing higher education today; experience navigating and successfully responding to crises;
- A collaborative and transparent leadership style that will flourish in a culture of shared governance.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent in confidence via the Isaacson, Miller website for the search linked below. Electronic submission of materials is strongly encouraged.

Gale Merseth, Partner
Vijay Saraswat, Partner
Raul Bernal, Senior Associate
Debbie Scheibler, Senior Associate
Isaacson, Miller

[President, University of New Hampshire](#)

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