Committed to the Advancement of Public and Private Higher Education in New Hampshire

An Invitation to Apply for the Position of President/CEO

New Hampshire College & University Council

Concord, New Hampshire

THE SEARCH

The New Hampshire College and University Council (NHCUC) is seeking an outstanding leader who understands the importance of higher education in a state’s economy, culture, and social fabric, and who would be committed to getting to know the specifics of that interconnection within the context of New Hampshire to become its next President/CEO.

For more than 50 years, New Hampshire’s public and private nonprofit colleges and universities have joined together through the NHCUC to advance the broad interests on higher education in the Granite State. Today, the NUCUC is a vibrant and financially strong organization whose membership includes 21 diverse institutions of higher education that have a significant positive impact on the citizenry of the state. These institutions serve more than 92,000 students, confer over 15,000 degrees annually, employ 26,600 faculty and staff, and have an economic impact of $5.8 billion. The NHCUC serves its members through an array of cooperative programs and collaborations with other state and regional organizations.

NHCUC members have a history of working together to advance higher education in New Hampshire and seek a thoughtful, experienced, and collaborative leader with management and facilitation skills to advance the mission and continuing work of the Council. The President/CEO will attend to the overall well-being of the organization through excellent financial stewardship, and the pursuit of opportunities to secure new sources of funding to develop innovative programs that serve member needs. Experience in advocacy, governmental relations, and strategic communications will ensure that the NHCUC will remain an effective and powerful voice for higher education in New Hampshire.

ABOUT THE NHCUC

The NHCUC was founded in 1966 by seven college presidents who came together to form a consortium, which for many years was funded via a grant from Title III of the Higher Education Act of 1965. Over time, membership grew as the organization welcomed new public and private members. When Title III funding was phased out in the 1980s, member institutions continued to support the organization through institutional assessments, which continue to this day. The operating budget is about $600,000, of which $400,000 is from institutional assessments and $200,000 from grants and contracts. Reserves of $1,200,000 provide financial stability and resources to support Board directed initiatives. Staff includes the President/CEO, the director of the New Hampshire Scholars program, a half-time associate director responsible for overall administration of Council programs and committees, and two part-time
coordinators for programs and social media. These staff are shared with the Council’s collaborating organization, Campus Compact for New Hampshire. The Council offices are in Concord, NH.

Board membership includes the president of each four-year college or university member, the president of one community college, and the chancellors of the University System of New Hampshire and the Community College System of New Hampshire. In anticipation of the retirement of Dr. Horgan and in recognition of the 50th anniversary of its founding, the Board has taken time to celebrate the Council’s rich history, to review its past accomplishments and to confirm future directions. A culminating Board retreat in May, 2016 reaffirmed member’s commitment to the Council’s mission, and established strategic priorities and directions through 2018. Today, the Council supports collaborative work in academic affairs, admissions, career services, libraries, and finances. Additionally, the NHCUC is actively engaged in advocacy on behalf of higher education and member institutions, along with engagement with a large number of partner and community organizations including: the Business and Industry Association of New Hampshire, the New Hampshire Forum on the Future, the New Hampshire Charitable Foundation, and the New England Board of Higher Education.

Over the years, the Council has evaluated its initiatives and redirected its priorities and resources to reflect the results of its work and the changing needs of the members. There is a culture of change within the organization and the performance of the President/CEO is assessed annually against objectives established by the Board.

ADVOCACY:

The Board affirmed its commitment to advocacy for public and private education in New Hampshire as a top priority for the work of the Council. The President/CEO is an important voice for higher education in New Hampshire and is often called upon to give perspective on issues regarding higher education while promoting the many positive aspects of higher education in New Hampshire. The President/CEO regularly meets with legislative leaders and members of the Executive Branch to educate public officials on matters of interest to higher education and to testify at committee hearings. The President/CEO also maintains contact with the State’s congressional delegation and apprises them of issues and concerns regarding federal rules, policies and legislation. The Council prepared occasional White Papers and Economic Impact Reports detailing the challenges facing higher education and the wide and positive economic impact our institutions have on the culture of New Hampshire. Member institutions also call on the Council to assist with strategic communications or to reinforce institutional testimony to governmental leaders.

COMMITTEES:

Throughout its history the Council has established and supported representative collaborative working committees. The work of these committees has waxed and waned as the interests and priorities of the members changed. Currently active committees are noted below, however, the new President/CEO will be called upon to review and assess activities in light of the results of the recent Board retreat.

Academic Affairs Committee: Chief academic officers of the members meet to organize an annual academic affairs fall conference, host a higher education briefing, conduct a faculty work load and salary survey, discuss professional development and nominate a member of the faculty for the annual Edies Award for Faculty Excellence. Priority activities for the future are the higher education briefing and the faculty survey.

Admissions Committee: Directors of admission and enrollment management meet to coordinate an annual counselor tour, conduct college mini fairs, discuss professional development and
generally promote New Hampshire as a destination for higher education. Priority activities for the future are the counselor tour, mini college fairs and promoting New Hampshire for higher education.

**Libraries Committee:** Library directors gather to develop joint purchases of information data bases, share best practices for professional development, monitor the use of an interlibrary truck service, and support for a job shadowing and library leadership mentoring program. Priority activities for the future are the joint purchasing and sharing best practices.

**Career Professionals Committee:** Directors for career services develop and deliver an annual statewide NHCUC Job Fair, do some employer outreach, student development and professional development. The priority activity for the future is the annual job fair.

**CFO Council:** The chief financial officers meet periodically to share best practices and discuss potential for joint procurement. These will remain priority activities in the future.

**PROGRAMS AND COLLABORATIONS:**

As a recognized voice advocating for higher education in New Hampshire, the NHCUC and its president/CEO are often expected to participate in initiatives that promote educational opportunity and economic development. Current initiatives are presented below.

**New Hampshire Scholars:** An ongoing grant funded program that promotes an academic rigorous program for high school students. Currently more than 95% of New Hampshire high schools participate and graduated 5200 scholars in 2016. This successful program remains a high priority for the Council.

**New Hampshire Forum on the Future:** A periodic breakfast series and CEO roundtables that provide for consideration and discussion on economic, educational, demographic, workforce, and political challenges we all face as citizens of New Hampshire.

**Tuition Remission Program:** A benefit of tuition remission for dependents of full-time employees of participating private institutions.

**Student Exchange:** Open to students at all member institutions. Provides opportunity for a student at one institution to attend another for a semester without going through the admission/transfer process.

**UNIQUE Commission:** The President/CEO sits on the UNIQUE Commission, New Hampshire’s 529 College Savings Plan trust. The Commission administers the 529 plan, with Fidelity investments, and distributes proceeds as scholarships for New Hampshire students attending New Hampshire institutions.

**New Hampshire Coalition for Business and Education:** The President/CEO serves as a member of the Coalition, which meets periodically to discuss and implement initiatives to promote closer working relationships between business and education.

**65 x 25 Initiative:** A working group with the goal of having 65% of New Hampshire residents holding a postsecondary credential or degree by 2025.
GOVERNANCE:

NHCUC is incorporated as a 501(c)(3) not-for-profit organization. The constitution and bylaws of the Council provide a framework for which the voting members directly elect its officers. The Board members are all college or university presidents or system chancellors, and the members are not permitted to delegate Board responsibilities to other administrators. The Board meets four times annually in October, December, February and May. The chair of the Board is Dr. Todd Leach, Chancellor of the University System of New Hampshire and the vice chair is Sr. Paula Marie Buley, IHM, President of Rivier University. An Executive Committee has the authority to act for the organization between regular meetings of the Board.

ROLES AND RESPONSIBILITIES OF THE PRESIDENT/CEO:

Reporting to the Board of Directors, the President/CEO has overall strategic and operational responsibility for the Council’s staff, programs, expansion, and execution of its mission. The President/CEO is appointed by the Board and is accountable to the Board and is responsible for carrying out the policies and goals of the Board, as well as overall responsibility for the daily operation of the NHCUC office and for the supervision of the staff.

Major leadership responsibilities include advocacy for public and private higher education in New Hampshire, serving as a spokesperson for higher education in New Hampshire, working with the chair and the Board members in developing and achieving the goals and objectives of the NHCUC, searching for funding opportunities to support Council initiatives, and encouraging and promoting new program initiatives to advance the mission of the NHCUC.

OPPORTUNITIES AND CHALLENGES:

New Hampshire has a vibrant and diverse array of institutions of higher education offering hundreds of academic programs from associate degrees to doctoral fields of study. These institutions enroll more than 92,000 students and have an economic impact of more than $5.8 billion. While a robust and healthy industry contributing to the economic fabric of the State, there are also significant challenges regarding access and affordability and shifts in demographics that may adversely affect population and workforce growth.

Enrollment and Demographics:

Total public school enrollment has been declining since 2002-2003 when 207,000 students enrolled in New Hampshire’s schools. In 2012-2013, that number had dropped to 187,000, a decrease of 20,000 students, or 9.7%. This, coupled with similar demographics in many areas in the Northeast, has created a challenge to colleges and universities seeking to maintain or increase enrollment. This is compounded by the fact that 48% of New Hampshire’s high school graduates who attended college (4,811) chose to enroll in institutions outside of New Hampshire.

The NHCUC supports initiatives to increase the percentage of high school graduates that choose to go on to colleges or universities, and to assure that high school graduates are prepared to do college level work when they enroll. The New Hampshire Scholars program, which requires participants to pursue a rigorous academic program, is active in 90% of New Hampshire’s high schools and graduated more than 3500 scholars in 2016. The community colleges and several other colleges and universities sponsor high school classes where students are able to earn college credit. The 65 x 25 initiative of the New
Hampshire Coalition for Business and Education also encourages students and adults to seek postsecondary credentials to meet the workforce needs of employers. The NHCUC President/CEO is an active participant in these important initiatives.

Support for Higher Education:

New Hampshire received a failing report card in 2016 from Young Invincibles (“YI”) because it spends the least amount of money per student than any other state in the country. The report also cites that the state of New Hampshire provides zero financial aid to its students and that higher education funding accounts for only 2% of the budget. This low level of support results in high tuitions at our community colleges and four-year public institutions. New Hampshire ranks 1st in the nation on student debt with $31,048, which is 23% higher than the national average. The combination of high costs of attendance coupled with the fear of incurring substantial debt has effectively blocked access to higher education opportunities for many.

Both public and private institutions have dedicated significant institutional funds to support student scholarships to make programs more accessible. The UNIQUE Commission, which oversees the state’s 529 college savings plan, has established a need based scholarship program to support New Hampshire students enrolled at New Hampshire institutions. The President/CEO of the Council is a member of the UNIQUE Commission, and frequently testifies before the Governor and the Legislature in support of general funds for public higher education and for scholarship support for all New Hampshire students.

Institutional Engagement and Balancing Priorities:

The success of the NHCUC has always depended upon the active engagement of the presidents. The strategic and operational priorities of the Council flow directly from the Board of presidents, and the effectiveness of the President/CEO is enhanced by this engaged commitment. During these times of economic, demographic and financial stress, the presidents are understandably pressured to stay focused on institutional matters. The President/CEO is responsible for initiating and maintaining relationships with each president, and affirming and demonstrating the value of the Council to its members. The work of the presidents over the past year provides the new President/CEO with a wealth of information regarding the work of the Council and the preferred priorities for the next several years. The presidents have also indicated that the Council may have taken on too many initiatives, and that some pruning may be desirable. It will be important for the new President/CEO to engage each member president in a dialogue regarding his/her view of the Council and how the Council can best be of service.

QUALIFICATIONS:

The President/CEO will be thoroughly committed to the NHCUC’s mission of advancing both public and private higher education in New Hampshire. The President/CEO will have proven leadership and relationship management experience. Concrete demonstrable experience and other qualifications include:

- Advanced degree with at least 10 years of effective senior management experience
- Unwavering commitment to quality programs and data-driven program evaluation
- Excellences in organizational management with the ability to develop and manage high-performance teams, set and achieve strategic goals, and manage a budget
- Past success working with a Board of Directors with the ability to cultivate existing board member relationships
- Experience in governmental relations with strong written and oral communication skills; a persuasive and passionate communicator with excellent interpersonal skills
• Strong marketing, strategic communications and fundraising experience with the ability to engage a wide range of stakeholders and cultures
• Action-oriented, entrepreneurial, adaptable, and innovative approach to organizational planning
• Passion, idealism, integrity, positive attitude, mission driven, and self-directed
• Ability to work effectively in collaboration with diverse groups of people

THE APPLICATION PROCESS:
Evaluation of prospective candidates will begin immediately. Inquiries, nominations, referrals, and applications (including resumes and letters of interest) should be sent electronically and in confidence to

Dr. Richard A. Gustafson, Search Consultant
NHCUCSearch@gmail.com

Additional materials related to this search can be found at www.NHCUC.org, President/CEO Search.

This position offers a competitive salary and benefits package. References will be requested at a later stage in the search. The anticipated starting date is on or before July 1, 2017.

The New Hampshire College & University Council is an equal opportunity employer and seeks a diverse pool of candidates for this search.

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