



University of New Haven

President Leadership Profile

Fall/Winter 2023-2024

BERGAM CENTER
FOR SCIENCE, TECHNOLOGY, AND INNOVATION

Executive Summary

The University of New Haven, an institution of extraordinary dynamism and ambition, seeks an entrepreneurial, community-centered, and visionary catalyst to serve as its seventh president.

Founded on the Yale campus in 1920, the University of New Haven is a private, coeducational university that has been recognized by The Princeton Review and U.S. News & World Report for academic excellence. Located between New York City and Boston in the shoreline city of West Haven, the University is a diverse and vibrant community of more than 9,800 students from across the nation and the globe. Students, staff, and faculty are attracted to the University of New Haven for its notable education and programs, empowering culture, and ability to innovate, as well as its continued upward trajectory. In the last decade, the University has completed more than \$300 million in major capital projects while launching more than 80 new degree and certificate programs and specialized areas of study. The University also has campuses in Orange, Connecticut, and Tuscany, Italy.

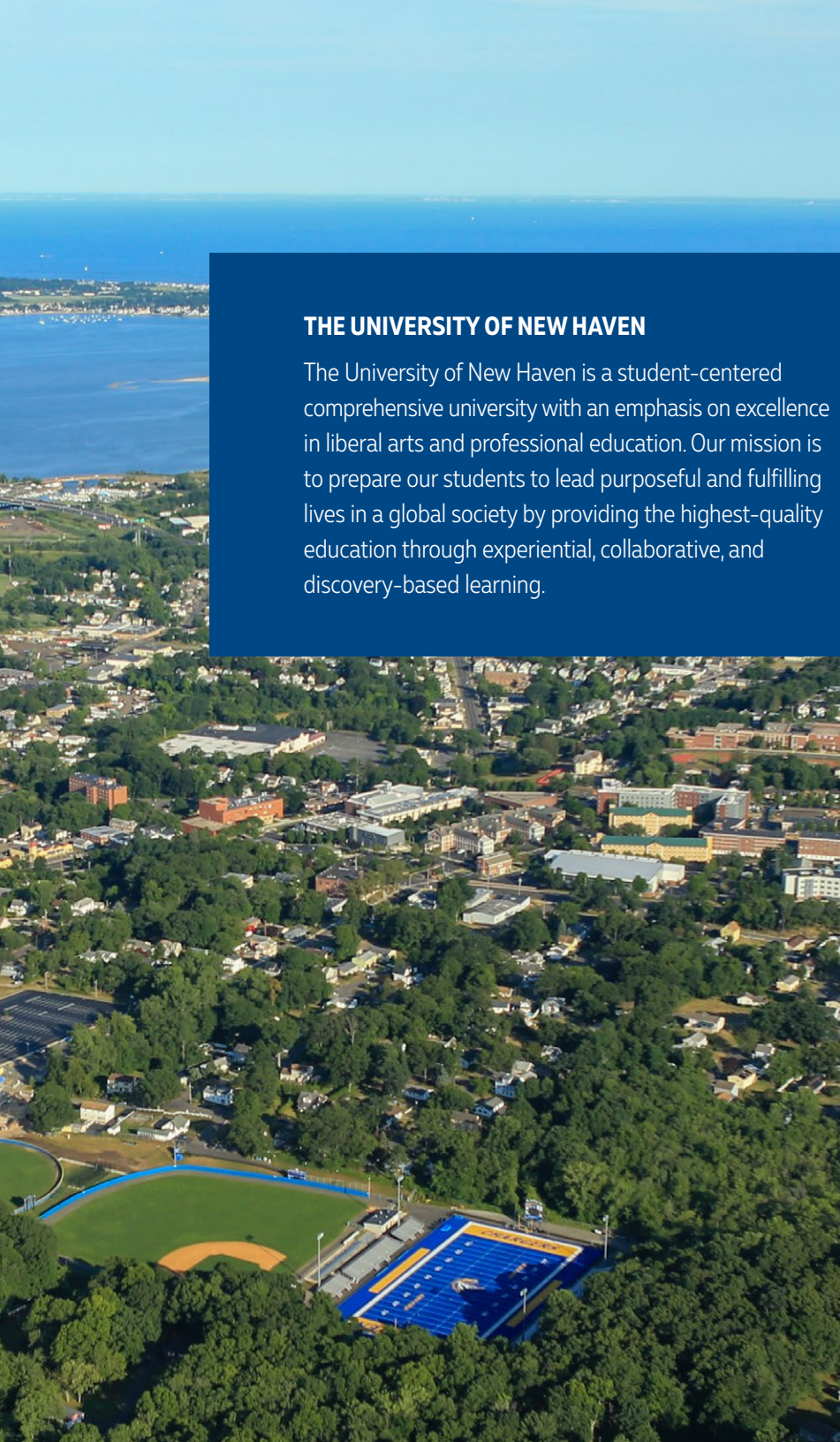
UNewHaven has many strong points, including recent curricular growth and record-high student enrollment, a campus community that will quickly roll up its sleeves, and a palpable commitment to the mission of preparing students to lead purposeful lives through experiential, collaborative, and discovery-based learning. Known for its transformational commitment to students, optimistic spirit, and ability to push boundaries and unlock new possibilities, the University delivers the kind of foundational education that enables students to lead impactful lives, successfully grappling with and contributing to solutions for the globe's most complex problems. While UNewHaven faces many of the same challenges of campuses with similar size

and focus—a critical public eye toward the value of higher education, decreasing high school graduate populations, and the impacts of COVID-19 and market pressures—the University recognizes the need to innovate quickly and strategically to meet the needs and aspirations of today's students. With an invigorating rebranding campaign underway and the strategic plan starting to be updated, the new president will not only have momentum, but also timely information to establish and implement the strategic vision for the University. To do so, the next president must bring a fresh and future-focused understanding of the dynamic higher education landscape paired with a deep appreciation and respect for the people, character, and history of this remarkable place.

Reporting to the Board of Governors and following the long tenure of the University's sixth president, the successful candidate will be a collaborative, communicative, and engaged leader who can inspire internal and external constituencies to ensure that the University continues to be relevant to its future students and our society. The next president must have the experience to lead an institution of UNewHaven's complexity, including a demonstrated capacity for strategic vision and execution, and financial acumen. A record of success in fundraising and a talent for elevating organizations to the next level of distinction is essential.

For information on how to apply or to submit nominations, please refer to the "Procedure for Candidacy" section at the end of this document.





THE UNIVERSITY OF NEW HAVEN

The University of New Haven is a student-centered comprehensive university with an emphasis on excellence in liberal arts and professional education. Our mission is to prepare our students to lead purposeful and fulfilling lives in a global society by providing the highest-quality education through experiential, collaborative, and discovery-based learning.

Overview

The University of New Haven is a private, top-tier, residential, comprehensive institution recognized as a national leader in experiential education. The University is composed of five colleges and schools: the College of Arts and Sciences, the Pompea College of Business, the Tagliatela College of Engineering, the Henry C. Lee College of Criminal Justice and Forensic Sciences, and the School of Health Sciences. The University awards baccalaureate and associate degrees in 105 undergraduate majors; master's degrees in 92 areas of graduate study; and doctoral degrees in criminal justice, applied engineering, health sciences, and occupational therapy. In 2022-23, the University awarded 1,134 undergraduate and 1,674 graduate degrees.

Under the leadership of President Steven H. Kaplan, Ph.D., the University of New Haven evolved from a commuter to a residential campus and has come to rank among the top universities in the Northeast, boasting programs of national standing in a number of majors across business, criminal justice, engineering, forensic science, healthcare, and the liberal arts and sciences. Over the past decade, enrollment has grown by 44% to more than 9,800 students hailing from 49 states (as well as DC, Puerto Rico, and the US Virgin Islands) and 91 countries. Since Dr. Kaplan was inaugurated in 2004, full-time undergraduate enrollment has nearly doubled, and first-year applications have more than quintupled. Fall 2023 enrollment is the highest in the University's history.

Within the University of New Haven's colleges and schools, students immerse themselves in a transformative, career-focused education across the liberal arts and sciences, fine arts, business, healthcare and health sciences, engineering, public safety, and public service. The University's academic programs are grounded in a long-standing commitment to collaborative, interdisciplinary, project-based learning.

The University's student to faculty ratio is 16:1, with an average class size of 19. At UNewHaven, the experience of learning is both personal and pragmatic, guided by a distinguished faculty who care deeply about individual student success. As leaders in their fields, faculty provide the inspiration and recognition needed for students to fulfill their potential and succeed at whatever they choose to do.

In 2016, President Kaplan led the creation of The Charger Challenge: The Campaign for the University of New Haven. Launched as a precursor to the University's centennial in 2020, The Charger Challenge endeavored to raise \$100 million to help shape the University's next 100 years. The centerpiece of the comprehensive campaign was the new Bergami Center for Science, Technology, and Innovation, a state-of-the-art, spacious academic facility that opened in 2020.

On April 2, 2019, the University announced that the campaign had exceeded its original goal more than 18 months before the conclusion of its centennial year. President Kaplan increased the goal to \$120 million by the end of 2020. In early 2020, the new goal of \$120 million was surpassed. In total, the campaign raised \$167 million, including \$32 million in grants and contracts.

The University of New Haven has total annual operating revenues of \$215 million and total long-term investment assets of \$120 million. The University's main campus is located on 82 acres in West Haven, Connecticut, a suburban hillside community minutes from the bustling city of New Haven and miles of Connecticut shoreline and beaches. The campus is 90 minutes from New York City and 2½ hours from Boston. The University's satellite campus in Orange, Connecticut, is a 15-minute drive from the main campus.

Recent Accolades



The Princeton Review has included the University each of the last eight years in its annual guidebook of the country's best colleges and universities.



In June 2015, the University of New Haven joined the New American Colleges and Universities, a national consortium of selective small to mid-size independent colleges and universities dedicated to the purposeful integration of liberal arts education, professional studies, and civic engagement.



In U.S. News & World Report's "Best Colleges" rankings, the University has been ranked as a top tier university for 14 consecutive years. U.S. News ranks the University's engineering programs in the top third of nondoctoral programs accredited by ABET and ranks the University's undergraduate program in computer science in in the top third of computer science programs accredited by ABE.



The University was ranked by G.I. Jobs® in the top 20% of colleges and universities recruiting military personnel and is part of the Yellow Ribbon Program.



Campus Community

Faculty and staff who come to the University of New Haven from other institutions uniformly remark upon the University's remarkable culture. They speak to the ability to experiment and innovate, be creative and nimble, and make things happen without undue delay. One hears expressions of significant admiration for fellow faculty and staff: There is a personal and professional generosity that infuses campus life and that helps make best work more likely. People also note the consistent centrality of care for the University's students: their education, holistic growth and overall experience, and preparation for and success in pursuing lives of impact and meaning.

When faculty and staff describe the University's students – and when UNewHaven students describe one another – one hears terms such as "gritty," "tenacious," "eager and hard working," "creative," and "appreciative and unentitled." Students seem remarkably supportive of one another, invested, and engaged. Student diversity is an essential part of the University's identity and also an integral part of each student's experience and success.

Faculty:

Full-time faculty

- 104 tenured
- 48 tenure-track
- 133 non-tenure track faculty
- 83% hold the highest degree in their field

Adjunct faculty

- 550 part-time

Practitioners in residence

- 63

Staff:

The University of New Haven has a talented, dedicated, and exceptionally hard-working staff of roughly 500. There are collective bargaining units for the clerical/technical staff, maintenance and custodial staff, and public safety staff.

Students:

Overall Enrollment

- Highest enrollment in University history, with more than 9,800 students
- Graduate enrollment at highest levels in University history

Where our students are from

- 29% come from Connecticut
- 33% are from out-of-state
- 38% hail from other countries

Diverse student body

- 52% female
- 37% of domestic students identify themselves as a member of an underrepresented group
- 205 with military veteran status

Fall 2023 incoming students

- 1,295 first-year class
- Average high school GPA of 3.48
- Average combined SAT score of 1111
- Applications increased by 51% over the last three years
- 218 transfer class

**Census data provided is not fully complete.*

Campus Life

The University boasts more than 150 clubs and organizations, and students have access to hundreds of study abroad programs, including at University of New Haven's Tuscany Campus in Prato, Italy.

Student news is provided by The Charger Bulletin, a weekly student-run newspaper available in hard copy and online. Students and community members also broadcast on the campus radio station, WNHU 88.7 FM, which is available online and has won a number of Best College Radio Station awards in local media readers' polls.

University of New Haven students show a commitment to community service through club outreach, the Alternative Spring Break program, the President's Public Service Fellowship program in the summer, and many more initiatives.

About 75% of undergraduate students live on campus or in University-sponsored housing in 20 residence halls. First-year students have the option to participate in Enhanced Living and Learning Communities (ELCs), which help foster a greater connection to the University by allowing students with a common bond to reside together. In addition, faculty are also heavily involved in the ELCs, forging strong connections with students both in and outside the classroom.

Academic Support and Student Retention

Students have many resources to ensure their academic success. Delivering a seamless program of services to support students across their entire academic experience, the University's dedicated faculty and staff are devoted to equipping students with the skills to overcome the obstacles they may encounter as they meet their many academic and professional goals.

There are six centers and programs that carry out this critical work. The Center for Student Success, the Center for Learning Resources, the Health Professions Advising Center, Pre-Medical Studies, Parent/Family Early Alert Program, and the Writing Center provide proactive and holistic student support.





Athletics and Student Recreation

The University of New Haven is a member of the athletically and academically prestigious Northeast-10 Conference and NCAA Division II. The University's teams are known as the Chargers and its mascot is Charlie the Charger. UNewHaven offers 20 varsity sports which, collectively, have been to the playoffs over 275 times. The Chargers have won conference, regional, and even national championships. Student-athletes and coaches enjoy state-of-the-art facilities, powered by the \$10M Peterson Performance Center, which opened its doors in Fall of 2023. More than 500 athletes call this cutting-edge space home, training in facilities that best many Division I institutions. The Chargers have a long tradition of both athletic and academic success, placing approximately 52% of their students on the NE10 honor roll, with close to 8% earning perfect 4.0 GPAs. UNewHaven is methodically assessing the opportunity to elevate its athletics program to Division I status; the discussion is currently on pause as the community awaits a new president and additional progress on other planning.



At the University of New Haven, campus recreation is called "ChargerREC," with a home base in the David A. Beckerman Recreation Center. There are 20 intramural offerings in three divisions (men's, women's, and co-REC), subdivided into divisions by skill level. The University has 21 club sports teams and offers over 35 fitness classes, in addition to personal training and lifetime health and skills classes.



Career Development

The Career Development Center (CDC) is a comprehensive center for career advising, internships, and other career-related preparation with a focus on integrating career development into academics, athletics, and student life. The center also manages the relationships with external recruiting organizations to connect students, alumni, and faculty with internship and job opportunities.

Career outcomes rates, in accordance with the National Association of Colleges and Employers Standards and Protocols for First Destination Surveys:

91.96%

for the Undergraduate Class of 2022

93.02%

for the Graduate Class of 2022





Governance

In the exercise of its authority and responsibilities, the Board of Governors holds the University of New Haven's financial, physical, and human assets and operations in trust for future generations and is pledged to provide coordination, focus, advocacy, stewardship, and leadership for the diverse members of the University of New Haven learning community. The members of the Board of Governors are elected for three-year terms and convene a minimum of three times per year.

The faculty determines the University's educational policy. The faculty meets regularly and conducts much of its business through elected standing committees.

More information about the University can be found at newhaven.edu.

The Community

Nestled in the heart of Connecticut, West Haven is a city that shares the region's rich history and traditions, while also embodying a dynamic spirit of innovation and cultural diversity. Its location along the scenic Long Island Sound spans approximately 20 square miles. Its miles of pristine shoreline and well-maintained parts are a haven for outdoor enthusiasts and a source of pride for its inhabitants. Positioned conveniently between the bustling metropolises of **Boston** and **New York City** and with the longest publicly accessible beach in Connecticut, West Haven offers the vibrancy of a city and the warmth of a close-knit community. West Haven's culinary scene is a testament to its diverse and flavorful culture. The city boasts an array of restaurants and eateries, offering a range of international cuisines that reflect its multicultural population.

The campus is less than **3 miles from downtown New Haven**, with its more than **100** specialty boutiques. Nearly every street offers the opportunity to experience world and local art, the city's deep-rooted history, and one-of-a-kind performances. **ArtSpace**, **the contemporary gallery spotlighting the work of both regional and local artists**, anchors the historic 9th Square district. And New Haven's impressive culinary roots include its reputation as the birthplace of two American staples: Visitors from all over the world stop at **Louis' Lunch** for a taste of a true hamburger sandwich or head into **Historic Wooster Square**, where lines form every night outside **Frank Pepe's** and **Sally's** for a slice of what many claim is the **best pizza in the United States**.

Both West Haven and New Haven sit in New Haven County, home to a number of colleges and universities including Albertus Magnus College, Gateway Community College, Southern Connecticut University, UNNewHaven, and Yale. **The theatre scene is remarkable**, thanks to the Shubert Theater, home of many Rodgers and Hammerstein world premieres; the Tony-award-winning **Long Wharf and Yale Repertory Theatres**; and homegrown theater companies such as **A Broken Umbrella Theatre**.

Finally, the area's appeal extends beyond its urban borders to the natural wonders that surround it. Numerous state parks provide seasonal activities for outdoor enthusiasts. Places like **Sleeping Giant** and **West Rock Ridge State Parks** provide picturesque settings for winter sports; the **Farmington Canal Heritage Trail** and the **Shoreline Greenway Trail** offer miles of paths for cyclists of all levels and hiking enthusiasts find panoramic views from the peaks of East Rock Park and Sleeping Giant State Park. The area's natural surroundings provide ample chances to spot various bird species, especially during the spring and fall when migratory birds pass through. And the city's proximity to the sound ensures that water-based activities are always within reach, offering relaxation and recreation.



Key Opportunities and Challenges for the Next President

The president serves as the chief executive officer of the University, providing leadership and oversight for all aspects including academics, finance, planning, enrollment, student affairs, athletics, advancement, and other key areas. The provost, vice presidents, and several other staff members report to the president, who partners with and empowers the senior team to ensure that the strategic direction and policies of the University are aligned with its mission and strategic direction. The president reports to the Board of Governors and works with the Board in establishing policies to guide the institution.

As chief executive officer, the president bears principal responsibility for the planning, development, implementation, assessment, and improvement of all aspects of the University. As such, the president will:

- Be the chief advocate for and leader of the University's mission, community, and impact.
- Strategically plan for and lead the ways in which the University will meet the challenges facing higher education.
- Develop and empower a cohesive team that, together, is able to lead the University in pursuing and achieving its goals with clarity and vigor.
- Engage actively with the University's various communities, serving as a visible and engaged member of the campus community, and a skilled and trusted ambassador to the local and regional communities in which UNewHaven sits, the University's extended community of alumni and friends, the higher education community, all levels of government, and the public.

Among the many opportunities awaiting the new president, the following inter-related imperatives are of particular note.

Define an Innovative Future for UNewHaven

The seventh president of the University of New Haven will step into a creative space: with talented faculty and staff, a generous alumni base, and an engaged board. The next president is expected to lead the mapping of a distinctive and sustainable future for the University that draws upon a spirit of entrepreneurialism and strategic risk-taking. While the University has an ongoing 2026 strategic plan, A Bold Path Forward, it is the new president who will take up the baton, listening and learning, studying, assessing realities and opportunities, and sharpening vision and focus.

The University's energizing environment provides the new president the opportunity to consider how the higher education model might be transformed, meeting not only the current but future needs of UNewHaven and its constituencies. The University's rapid transition from a commuter to residential institution is in the rearview mirror: UNewHaven is now a global university with a graduate population nearly equal the size of its undergraduate population and highly international. As often accompanies rapid change, the University's facilities, infrastructure, and staffing have not consistently kept pace. The new president will lead a strategic evaluation of options and possibilities that will include an attentive eye to student body size and mix including discount rate; student support and opportunities to enhance retention and graduation rates; programmatic demand, opportunity, and cost; athletic division; revenue growth and diversification; size and mix of faculty and staff, and necessary technology and infrastructure; research aspirations and possibilities; the establishment of a related and reinforcing campus master plan; and

opportunities for partnerships with other post-secondary institutions, nonprofit organizations, and industry. Out of this should come a bold, ambitious plan that positions UNewHaven to thrive well into the future, guided by an over-arching strategic direction and culminating in an implementation that is focused and achievable.

Generate Shared Purpose

Even as the next strategic plan is being developed, the new president will begin the effort to inspire the extended UNewHaven community in support of the vision. Like many campus communities, the University of New Haven faculty, students, and staff have experienced substantial change throughout the pandemic years and into Fall of 2023. The new president will draw upon their own fresh perspective and introduction into the campus and extended UNewHaven community to raise faculty and staff morale, engage with the University's exceptional students and be present and visible at campus events, come to know UNewHaven alumni and friends, and inspire the campus and its extended community to move forward as one university to greet what will surely be an exciting future.

The president will encourage a high level of transparency to ensure opportunities for input as priorities are established and decisions are made, establishing clear channels of communication around information gathering and decision-making while demonstrating the ability to provide courageous and decisive leadership. This includes working effectively with the Board of Governors, seeking counsel and understanding the roles of governance and management in the effective stewardship of the University.



Develop and Empower an Exceptional Leadership Team

The University of New Haven's seventh president will develop their leadership team, aligning both the organizational structure and team in service of the University's mission, vision, values, and direction. Immediate priorities include the above-mentioned evaluation of the student mix and a sharpening of the enrollment strategy, a continued focus on nurturing an inclusive campus community characterized by high morale, where all belong and are supported in their educational and professional goals, and an aggressive fundraising effort in service to campus priorities.

The successful candidate, once named, will have the opportunity to identify their provost of choice, an individual who will serve as a critical partner in implementing the new president's vision, and who will advance the academic mission and set an inspiring, future-focused, and relevant portfolio of academic programs. The search for UNewHaven's next provost is commencing in concert with the presidential search. It is anticipated that the president-elect will be able to shape much of that search and select their preferred candidate.

Expand the University's Resources

The University of New Haven has a loyal alumni base of more than 68,000 living alumni. The president has an opportunity to generate significant benefits for the University by developing stronger ties with this community as well as with parents, benefactors, and friends. The president should develop and nurture meaningful relationships with key alumni and benefactors, engaging in fundraising efforts and connecting benefactors to the mission, programs, and people of

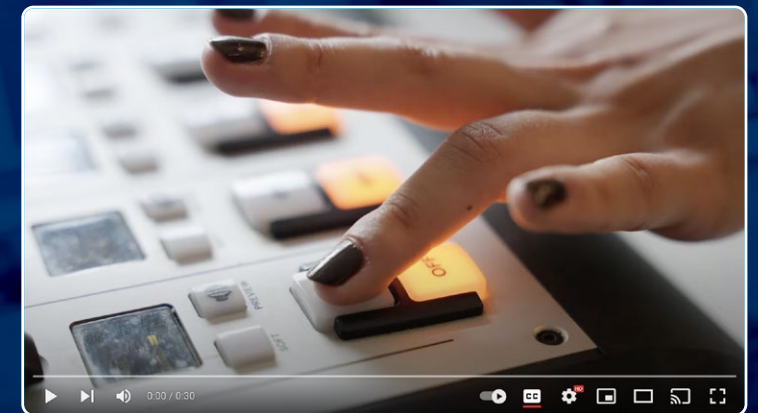
UNewHaven, optimizing a powerful resource of support for the financial and overall well-being of the University. The new president should also work to broaden and diversify the pipeline of active donors, alumni, and friends.

An ongoing challenge for UNewHaven is to grow revenue both for its endowment and immediate needs at a level that will support continued enhancement of academic programs and faculty support, increased scholarship aid, a staff size and infrastructure that is appropriate to the needs of the University, and capital projects. UNewHaven must improve both its endowment resources and annual operating revenues. To do so, the next president must be able to harness the creativity and entrepreneurialism that characterize UNewHaven so that both existing and new programs will flourish and be able both to build the relationships and articulate the critical needs of the University in a way that captures attention and generous support.

Elevate the UNewHaven Brand

With a strong and highly collaborative leadership team on campus and a branding initiative, Power On, that is underway that has already generated considerable excitement, the president will be expected to represent the University externally: with the national press, at national organizations such as NAICU and other higher education associations, within the regional and extended business community, civic leaders, and especially with alumni and donors. As the face and voice of the University, the next president will embody the institution's mission, vision, and values, raising both friends and funds in service to such. In so doing, they will raise awareness of the University, burnish its brand, and advance its objectives.

[View new brand video](#)



**POWER
ON**



Qualities and Qualifications

The University of New Haven's president will resonate with, personify, and advocate on behalf of the University's distinctive identity and ethos, and its record of transforming the lives of its students. The successful candidate will possess the following professional qualifications and qualities:

- An entrepreneurial spirit and record of successful innovation;
- An eagerness to weave oneself into the life of this distinctive community, to inspire, be visible, and leverage one's knowledge of the life of a great university from exceptional teaching to research, student wellness, and athletics;
- An ability to value the unique contributions made by all campus constituents, including a genuine interest in the University's people, especially its students, and a demonstrated commitment to the needs of inclusion and belonging for all members of the community, including and especially a commitment to students from underrepresented backgrounds, including first-generation college students;
- Record of success as a visionary and adaptive executive and inclusive, decisive leader, including the skills to make difficult decisions and the fiscal skills and acumen necessary to allocate resources effectively and efficiently among competing demands;
- Exceptional management skills, including the ability to attract, retain, and empower an exceptional leadership team, developing them as necessary for their own continuous improvement and with an eye to future planning and innovation;
- Understanding of the higher education landscape and emerging public policy; experience with strategic planning processes and implementation, and the desire to advance the strategic plan with conviction; skill in developing institutional partnerships; understanding of where technology is moving and a comfort with data analytics;
- Record of communicating transparently, expertly, and consistently, and the capacity to galvanize community members around a common goal;
- Ability to convey the unique value proposition of the University of New Haven to all audiences, especially with respect to its significant impact on the social mobility of its students;
- Demonstrated success in alumni relations and community and external relations, including a proven track record in fundraising, and the ability to form lasting relationships on behalf of the institution;
- Ability to work with a dedicated board, respecting the distinct but collaborative roles of the president and board members in advancing the institution together; and
- An earned doctorate, an equivalent terminal degree, or proven leadership that aligns with the needs, responsibilities, and mission of the University of New Haven. Evidence of fostering excellence in teaching and research, and/or a demonstrated record of successful executive leadership and comparable credentials and experience sufficient to warrant the respect and confidence of the community.

Procedure for Candidacy

Applications, nominations, and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

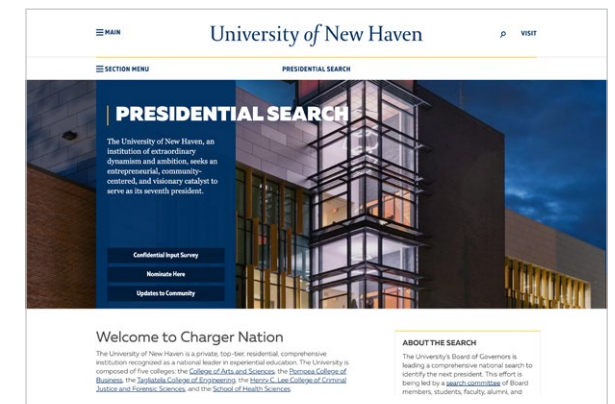
WittKieffer is assisting the University of New Haven in this search. Review of materials has begun and will continue until an appointment is made. For fullest consideration, candidate materials should be received by December 11.

Application materials should be submitted using [WittKieffer's candidate portal](#).

Nominations and inquiries can be directed to:

Robin Mamlet, Melody Rose, Ph.D., and Sandra Chu
NewHavenPresident@wittkieffer.com

Candidates are encouraged to visit the [University of New Haven's presidential search site](#).





University of
New Haven