



FranklinPierce
UNIVERSITY

President

Leadership Profile

Winter 2023



WittKieffer

Executive Summary

Franklin Pierce University seeks a new president to lead its community in developing and pursuing an energetic vision and plan for its future. Such a visionary plan can build upon the University's diverse curriculum, recognized Centers of Excellence (including Health Sciences and Fitzwater Communications Center), idyllic main campus location, intimate size, geographic diversity, and nationally prominent Division II athletic programs to chart a path to enhanced and dynamic success in the changing world of private higher education.

An innovative, accredited, private University with its flagship campus in New Hampshire, Franklin Pierce University changes its students' lives with a student-focused, highly personal approach through liberal arts and professional programs. The University includes a 1200-acre main residential campus in Rindge, NH, as well as centers in Manchester and Lebanon, NH, Goodyear, AZ, and Round Rock, TX. Students in the College of Business, the College of Health & Natural Sciences, and the College of Liberal Arts & Social Sciences earn degrees through the doctoral level in classroom-based, online, and hybrid programs. Franklin Pierce University is a NCAA Division II institution, competing in the NE10 Conference with 24 varsity athletic teams for men and women.

The main campus in Rindge, New Hampshire, which is home to nearly 1,000 students, and its graduate academic centers share a common focus: cultivating student success and helping students achieve their goals within a highly personalized learning environment. Classes are intentionally small with an average student-faculty ratio of 13:1 so that students benefit from highly personal relationships with professors and mentors. Living the Franklin Pierce experience means being an active part of a welcoming, inclusive, and equitable community. Franklin Pierce University enrolls the most diverse student body of any private institution of higher education in New Hampshire.

Franklin Pierce University seeks a president with the vision, enthusiasm, energy, creativity, and commitment to engage the community in securing its future as an innovative and flexible model for 21st-Century higher education. The next president must be a positive force for innovation who can lead a dynamic, diverse University to a new level of success.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 18.

Role of the President

The president is the chief executive officer of Franklin Pierce University and reports to the Board of Trustees. The president serves as an *ex-officio* trustee and *ex-officio* member of all standing committees of the Board of Trustees and is responsible for stewarding and directing the University's resources in fulfillment of its mission.

The primary duties and responsibilities of the president include:

- Leading the development and communication of a vision for Franklin Pierce University and uniting the University around its shared vision and mission
- Ensuring the University's financial integrity and sustainability, as well as strategic use of financial resources
- Articulating and championing strategic priorities
- Playing a leading role in the University's fundraising efforts, including actively nurturing fundraising relationships both in and outside the University community
- Serving as the primary ambassador and principal external spokesperson for Franklin Pierce University, telling the University's story to a range of audiences in fresh and compelling ways
- Overseeing employee and labor relations including the important roles of shared governance and collective bargaining that includes unionized and non-union labor units
- Staying abreast of the changing role of higher education in meeting the needs of America's youth and working population and anticipating changes that may create opportunities or significant challenges for the University
- Creating an environment that attracts, retains, and values a diverse, talented faculty and staff
- Promoting a culture of excellence, innovation, accountability, collaboration, and respect while building a sense of community among faculty, staff, and students
- Engaging external partners, alumni, and community members
- Working closely with the Board of Trustees in regularly reviewing and refining the University's strategies for future growth, success, and fiscal sustainability

Reporting to the president are the following members of the president's [Senior Administration Team](#):

- Provost and Vice President for Academic Affairs
- Director of Athletics
- Vice President for Institutional Planning & Effectiveness; Student Financial Services
- Chief Human Resources Officer
- Vice President for University Advancement
- Chief Diversity Officer
- Vice President for Enrollment and University Communications
- Vice President for Administration and Chief Financial Officer (currently held by an interim)
- Dean of Students

Opportunities and Expectations for Leadership

Franklin Pierce University seeks a president with the vision, enthusiasm, energy, creativity, and commitment to secure the University's future as an innovative and flexible model for 21st-Century higher education.

Specifically, the next president will be expected to address the following priorities:

- **Vision and strategy**

Franklin Pierce University has much to celebrate. Under the successful tenure of its current president, the University marked its 60th anniversary and completed significant milestone objectives in [Pierce@60](#), its 2020-2024 strategic plan. Its historic commitment to excellent undergraduate liberal arts education, beautiful residential campus in New Hampshire, exciting cutting edge online and hybrid programs in graduate medical education, and competitive athletics programs are strong pillars for the University's next chapter. The University benefits from a location in a state that is attracting new industries and a growing population, and also from its success in establishing graduate academic centers to meet market demand for healthcare professionals. Franklin Pierce seeks a new president who can move quickly in helping the University capitalize on its success while continuing to strengthen its focus on preparing students for successful lives in an increasingly challenging and complex world. This will involve leading the development of a shared vision and motivating a team of stakeholders invested in and committed to achievement of that shared vision.

- **Financial and enrollment sustainability**

The continued road to success for Franklin Pierce will involve optimizing graduate and undergraduate enrollments, while further enhancing retention, graduation, and career placement rates. Rightsizing undergraduate enrollment to a sustainable level is a top priority. The University's competitive and diverse athletics program is a strong draw, and the University has been successful with international recruiting. Investing in programs to further increase retention and graduation rates is essential. By investing in high-demand graduate programs in multiple locations, the University has diversified its revenue stream, modified its organizational structure, and built more flexibility into its financial model. The net revenue generated helps defray fixed and variable operating costs at the Rindge campus and provides a buffer in a competitive enrollment landscape. The University seeks a president who will continue to pursue these and other long-term solutions to increase enrollment and net revenue while building financial resiliency.

- **Community**

Among the many strengths that students, faculty, staff, and alumni value most at Franklin Pierce is its close-knit, caring community founded on a commitment to student success. This commitment permeates all of the University's programs regardless of location. Its student body is among the most diverse in the state, including over 20 percent students of color. As the University has expanded beyond the Rindge campus, the needs of the University's constituencies have grown more complex and distributed. The next president needs to identify and implement ways to strengthen ties among both its various program offerings and its constituents through a shared sense of belonging to a single University, with transparent communication, and appropriate engagement in decision-making that reflects the University's distributed, and complex operating model.

- **Resource development**

Franklin Pierce University's next president will be expected to lead and actively engage in a comprehensive advancement strategy tied to a compelling vision for the University and its priorities that involves support not just from alumni, parents, and friends of the University, but also corporate and foundation partners and major individual donors outside the institution.

- **Infrastructure**

Like many institutions of higher education across the country, Franklin Pierce University's facilities, systems, and infrastructure need constant attention and investment. The University must find ways to adequately address an aging physical plant, deferred maintenance, and outdated systems while also investing in new or renovated academic spaces, laboratories, student housing, and athletic facilities to meet current and future needs of students and faculty. A competitive compensation and professional development plan is needed to bring the institution on par with peers. The new president and leadership will need to identify creative solutions for addressing these and other operations and personnel priorities. A campus master plan for Rindge, coupled with complete financial and facilities plans for the University's graduate academic centers, will be among the president's first agenda items and can be utilized as a framework for University-wide decisions regarding resource allocation and fundraising priorities going forward.

- **Visibility**

Historically, the “brand” of Franklin Pierce University has been linked to the main, undergraduate, residential campus in Rindge and the high touch, personal experience. Yet, Franklin Pierce has evolved to incorporate professional programs (including significant ones in health sciences) to complement a liberal arts education through restructuring its “College” organization, establish and



grow Centers of Excellence nationwide, implement cutting edge hybrid delivery methods, and elevate the stature and success of its Division II Athletic programs. This creates an opportunity for an inventive brand that reflects all that Franklin Pierce University has to offer and serves as a platform for increasing the University's visibility.

Professional Qualifications and Personal Qualities

The next president of Franklin Pierce University will embody its mission and commitment to student success, programmatic excellence, and integrity. The ideal candidate will be a seasoned leader with a proven record of leading and managing through growth and change with the ability to move quickly in focusing on short-term and long-term results. Experience with strategic planning and implementation; executive management skills; and the ability to recruit, retain, mentor, and inspire talented faculty, staff, and administrators are required. The ideal candidate must be capable of making decisions in a complex organizational environment and catalyzing success through the strategic deployment of resources. The president must serve as a key Franklin Pierce University advocate for diversity, equity, and inclusion. A Ph.D. or other terminal degree is preferred. In lieu of a terminal degree, candidates must have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and confidence of the academic community.

In addition, the president will demonstrate:

- The potential to develop an inspirational shared vision for the future of Franklin Pierce University
- Demonstrated experience and success in fundraising
- Ability to make and execute decisions swiftly in a complex, shared governance environment
- Sophisticated understanding of planning and assessment, coupled with the ability to follow through
- Financial planning and analytical skills
- Entrepreneurial approach and business development instincts
- Support for academic excellence and outstanding faculty
- The ability to forge strategic partnerships and relationships with external entities, government agencies, industry, state and municipal leaders, and foundations
- Compassion, empathy, and curiosity
- Deep interest in and ability to connect with the student experience
- Capacity to envision and establish Franklin Pierce University as a high-performance organization
- The ability to operate effectively in a competitive environment with resource limitations
- The ability to weigh and take calculated risks
- Visible and active engagement with the campus community
- Creative ideas for and commitment to engaging alumni
- An appreciation for the important role that collegiate athletics plays in campus culture and current and future enrollment
- Effective listening skills coupled with a commitment to transparency in communication
- Appreciation for how the location of the main campus and small size of the University can be assets to build upon in the future
- An outgoing personality that can engender confidence, collaboration, passion, and support for the University
- An understanding of and successful track record with shared governance and workforce development with both unionized and non-union employees
- An appreciation for and willingness to develop and be held accountable for key performance indicators

About Franklin Pierce University

Overview

Franklin Pierce University was founded by Frank S. DiPietro who also served as the first president of the institution. Originally located in the center of the town of Rindge, the school began by sharing the town's library and study facilities. In the institution's founding year, Frank DiPietro also bought the hilltop estate overlooking Pearly Pond where the University's main undergraduate campus is located today.



The first class of students enrolled in 1963. This inaugural class consisted of 97 students supported by nine faculty and administrators. As the institution began to expand in size and reputation, Frank DiPietro maintained a vision that "only the small college can provide the intimate relationships between those who learn and those who teach." The college formally changed to University status in 2007, reflecting the addition of graduate-level degrees and the institution's expanding national reach.

Today, Franklin Pierce University achieves outstanding student success through the integration of liberal arts and professional programs. Drawing on a strong foundation in liberal arts education, Franklin Pierce University offers highly personalized, financially accessible academic programs that develop essential professional skills, promote close community connections, and help students realize their potential to become engaged and qualified leaders.

Mission

Franklin Pierce University delivers programs and educational experiences that develop essential, intellectual, and professional skills; promotes close community connections; and empowers students to realize their potential through the intersection of highly personalized liberal learning, innovative engagement, and professional programming.

Vision

Franklin Pierce University will be a leader in innovative teaching and experiential learning, having a positive social and economic impact on its communities. The University will establish a legacy for its unique ability to support and prepare students to thrive as leaders and engaged members of society.

Diversity, Equity, and Inclusion

We Believe:

- In the intrinsic worth of every person.
- In the value of diversity and inclusion.

- That our differences — perspectives, experiences, and backgrounds — strengthen our community.
- That Franklin Pierce University is a place where all are welcome.

Franklin Pierce University is dedicated to:

- Embracing every person for who they are and who they wish to become.
- Addressing inequality and promoting equity.
- Fostering a culture of care, respect, and safety within and outside the University.
- Nurturing the self-discovery and self-worth of every student.

Academics

A Franklin Pierce University education is first and foremost about preparing students for fulfilling lives and careers, helping students find their passions, and developing the skills and knowledge they need to contribute in their chosen fields. To fulfill that mission, in 2019, the University realigned its academic structure into three discipline-based colleges, aligning undergraduate and graduate programs within disciplines. This restructuring allows students to maximize their learning, offers deliberate and guided pathways to the University's graduate programs, and enhances the opportunity for effective career-related and professional advising. Beginning in 2021, the University leveraged this new structure to market PATHS@PIERCE for its students. PATHS@PIERCE supports students, both undergraduate and graduate, on their pathway at Franklin Pierce University, through program opportunities, flexibility in platform (online and in person), and flexibility in program pace.

Students and faculty reap the benefits of a structure that groups faculty, programs, and majors in colleges of related disciplines. The College of Business, College of Health and Natural Sciences, and College of Liberal Arts and Social Sciences give prominence to the University's growing programs. Graduate and undergraduate faculty work together to help students progress from a bachelor's degree to a master's or doctorate in their field in affordable, time-efficient pathways, and find internship, research, and career opportunities at every stage of their journey. The Center for Professional Programs and Partnerships serves as a hub for workforce development through online and certification programs for a growing list of employers in New England and in the Southwest.

Undergraduates can choose among 23 majors in the fields of business, natural sciences, behavioral sciences, humanities, education, and visual/performing arts. Minors, concentrations, and undergraduate certificates allow students to develop a secondary concentration of coursework in a particular subject area or theme.

Colleges

Franklin Pierce University's residential undergraduate campus, The Rindge Campus, is home to 56 full-time faculty and three colleges offering undergraduate studies in business, health, and natural sciences, and liberal arts and social sciences. The Rindge Campus also offers a range of graduate degree programs for students seeking to advance their studies at one of the University's three colleges.

The **College of Business** (COB) offers five undergraduate business majors. An Associate of Arts in Business is also available to online students. Graduate business degrees include the Master in Business Administration with several specialty concentrations and the Master of Science in Accounting. Flexibility and real-world experience are distinctive components of a Franklin Pierce COB education. Franklin Pierce offers motivated students the opportunity to complete their undergraduate business degree in just three years and a graduate degree in one year.

The **College of Health and Natural Sciences** (CHNS) encompasses programs from the undergraduate level through doctoral degrees. Whether on campus in Rindge, N.H, online, or at one of four graduate academic centers, Franklin Pierce University provides students the opportunity to transform their lives by creating a high-quality interdisciplinary learning environment that promotes academic excellence. By providing distinctive educational opportunities that are responsive to student needs, CHNS empowers its students to be ethical leaders and catalysts for positive change and sustainability within and beyond their communities.

The **College of Liberal Arts and Social Sciences** (CLASS) promotes intellectual curiosity and provides supportive opportunities for students to develop the knowledge and skills foundational to their accomplishment of personal fulfillment, career success, and responsible citizenship. CLASS engages students in the broad range of liberal arts disciplines essential to developing a respect and appreciation for alternative and complementary ways of understanding and interacting with our world with faculty who are deeply committed to student success.



Academic Centers

Manchester, N.H.

Franklin Pierce University at Manchester houses the Master's Entry Program in Nursing and Doctor of Physical Therapy (DPT) programs. In both programs, students are prepared for all aspects of careers in Nursing and Physical Therapy through lectures and seminars with on-site faculty, and hands-on clinical experience at facilities in Manchester and in surrounding towns. The Manchester campus also serves as the hub for all online programs offered at FPU, including the online MBA and online undergraduate degrees. Supporting the DPT, nursing and business programs offered at the Manchester campus are 15 full-time faculty members.

Lebanon, N.H.

Students in the Franklin Pierce University Master of Physician Assistant Studies (MPAS) program attend classes in West Lebanon, New Hampshire. This location is supported by five full-time faculty who teach in the MPAS program. Located only a few miles away from several major hospitals, the Lebanon, NH Center also offers students access to hands-on clinical work and observations as a vital part of the MPAS program.

Goodyear, AZ

In 2008, Franklin Pierce University's Goodyear, Arizona Center became the first private postsecondary education institution in the city. The center is located in a fast-growing suburb and is only half an hour away from internship and career opportunities in Phoenix and the surrounding West Valley. The Goodyear, AZ Center is home to 15 full-time FPU faculty who support local MPAS and DPT students.

Round Rock, TX

In March 2024, after a requisite two-year, intensive planning and development process, Franklin Pierce University will matriculate its first cohort of 48 students in the Master of Physician Assistant Studies (MPAS) program at the school's newest academic center in Round Rock, TX. The TX MPAS program, supported by four FPU faculty, is located in the Austin suburb of Round Rock, Texas and is home to some of the top health science programs in the state. Modeled after FPU's Goodyear, Arizona hybrid MPAS program, students will travel to Round Rock for a series of immersion weeks throughout their course of study.

Accelerated Programs (3+1, PATHS@PIERCE)

Undergraduates who aspire to enroll in one of the graduate offerings after completing their undergraduate degree can get started on that path right away. Accelerated programs are offered in each of the three Colleges. For example, qualified undergraduates in our Health Sciences major may enroll in our highly selective Doctor of Physical Therapy program. Our Business Plus Program enables qualified freshmen to pursue a path to earning their bachelor's degree and Master of Business Administration in four years with a 3+1 option maximizing the value of their time and their tuition investment.

The re-envisioning of academic programs at Franklin Pierce through PATHS@PIERCE solidifies its institutional commitment to providing a highly personalized learning environment for all students. Once fully implemented, all undergraduate programs will connect to a graduate degree at Franklin Pierce or to defined career trajectories. A student's path will be based on what their ultimate objective may be, whether that includes being job market ready upon graduation, completing an undergraduate degree in three years, or progressing to a graduate degree with an accelerated completion option. In many programs, students will also be able to take their courses online and in person.

Honors Program

The Honors Program at Franklin Pierce University recognizes exceptional academic achievement. By participating in Honors Program courses, contracts, conferences, cohorts, housing, and sponsored activities, students enhance their academic and social experiences on campus.

Institute for Climate Action

Global climate change poses an unprecedented, urgent challenge to the natural environment and to the quality, even the continuance, of human life. Franklin Pierce University's Institute for Climate Action seeks to raise awareness of this challenge and promote efforts to meet it. The students, staff and faculty who comprise the institute pursue these goals under the broad concept of sustainability, and work within three mission areas.



Frank S. DiPietro Library

The Frank S. DiPietro Library is located on the Rindge Campus. In support of its educational mission, the library provides a comfortable open-stack environment for study and research. Open 92-hours a week during the academic year, the library offers a variety of services, including individual and group study rooms, a 24/7 workspace, printing and scanning, reference consultations, and research guidance.

FPU's collection of over 350,000 volumes includes books and eBooks, periodicals, DVDs, streamed videos, CDs, and other multimedia. More than seventy electronic periodical databases provide full-text access to over 75,000 electronic journal titles. Our online catalog and other resources and services are available on the library's website.

Student Success Center

Located on the fourth floor of the DiPietro Library, the Student Success Center (SSC) is a one-stop shop designed to meet a wide range of student needs. It offers an inviting space for academic support, where students can study, prepare for class, engage in one-on-one and group tutoring sessions, or simply relax and grab a snack. The peer tutoring program, a cornerstone of the SSC, has seen tutors undergo a robust training program to ensure best practices and consistency across disciplines. In addition, Student Success Navigators, working under the guidance of our Director of Student Advocacy, are instrumental in providing personalized support. They meet with students to set goals, assess academic progress, and develop strategies for success.

The Lloyd & Helen Ament Astmann '69 Career Center

The Lloyd & Helen Ament Astmann '69 Career Center is dedicated to strengthening the transition from academics to gainful employment and fulfilling careers. The Center prepares students and alumni through personalized career advising, career decision-making, and innovative job search strategies.

Pierce Portfolio, powered by Handshake, hosts the online job and internship platform providing a variety of materials to help students research career options and identify potential employers and job opportunities. Additionally, FPU's Career Closet ensures that every student has access to smart business attire and accessories at no cost to them.

Center for Professional Programs and Partnerships

Franklin Pierce University is committed to serving as a strategic economic partner in helping to build a resilient workforce with top-notch knowledge and credentials. FPU partners leverage educational discounts and opportunities for the improvement of their workforce.

Franklin Pierce University is proud to offer partner companies the following benefits:

- Employees and their immediate family receive 20% off tuition towards an online degree or certificate.
- Prior learning assessment to convert professional training into college credits that apply to either an associate's or bachelor's degree, and up to 45 transfer credits based upon professional development.
- Customized content for the development of skills and knowledge desired by the partner employer and employees.
- Personal support through our enrollment team and an academic advisor to assist with on-boarding, paving the way for student success.

The Marlin Fitzwater Center for Communication

To prepare students for the responsibilities of inspired leadership and service in the vibrant public discourse that is essential to the health of our nation's democracy, the Marlin Fitzwater Center for Communication has, for two decades, provided students with unparalleled experiential and programmatic opportunities.

Since 2008, the Fitzwater Center and Franklin Pierce University Polling has partnered with regional media—most recently with The Boston Herald and NBC-10 Boston/NECN/Telemundo—to cover the road to the White House which starts in the Granite State, home of the First-in-the-Nation Primary. Students and faculty from multiple disciplines across campus work in classes and in the field with Franklin Pierce Polling and Herald staff to cover the Iowa Caucuses, the N.H. Primary, the national political conventions, the November general election, and presidential inauguration as credentialed media.

The Fitzwater Center includes the Patterson Television Studio; a high-definition field production studio; an audio production studio and editing suite; a high definition video production instructional laboratory, classroom, and editing suites, all with Adobe Premiere on a Macintosh platform; digital media backpack journalism kits; and an interactive journalism lab. In addition, the Center also features virtual reality and augmented reality technology, including Oculus Rift, InstaPro360 8K live streaming cameras, and HoloLens, plus robotics technology.

A generous gift of remote communication technology from Robert M. Patterson '69 and Nancy Patterson in December 2019 allows students to work with the Fitzwater Center's professional staff to complete internships with far-flung professional organizations like the Granite State News Collaborative, New Hampshire PBS, and Citizens Count from the Fitzwater Center's Rindge studios.

Faculty and Staff

FPU faculty are educators and mentors and are consistently rated above the national average by students on their commitment to helping students discern their unique capabilities and interests. Faculty are immersed in their fields and are a valued source of industry and professional connections. In knowing their students on a personal basis, they are an invaluable resource in guiding students toward internships, jobs, and further education to reach their goals.

FPU employs 95 full-time faculty, 327 adjunct faculty, and 204 full-time staff. At the Rindge Campus, 78 percent of faculty hold a Ph.D. or terminal degree in their field. Within the FPU allied health programs, 70 percent of faculty hold a terminal degree.

Approximately 57 percent of FPU faculty are women and approximately 10 percent identify as people of color.

Of the full-time and part-time undergraduate faculty at Franklin Pierce University, 55 are represented by AFT Local 2433 (The Rindge Faculty Federation). The Academic Senate is the faculty governance body for the undergraduate and graduate faculty across all locations.



Diversity, Equity, and Inclusion

FPU's Office of Diversity, Equity, and Inclusion (DEI) provides resources and guidance to ensure that every member of the Pierce community is celebrated in support of their race, gender identity and expression, sexual orientation, religious beliefs, creed, physical handicap, and/or neurodiversity. Under the leadership of the University's Chief Diversity Officer, the DEI Office helps foster and promote a respectful, accessible, and inclusive community for all through collaboration with departments, individuals, and external organizations and partners.

Student Life

Athletics

Franklin Pierce is a member of the National Collegiate Athletic Association (NCAA), Division II, and the Northeast-10 (NE10) Conference. The Athletic Department fields varsity men's teams in competition with other New England schools in intercollegiate baseball, basketball, cross country, football, golf, ice hockey, lacrosse, soccer, tennis and track & field. The women's intercollegiate athletic program consists of Division II basketball, cross country, field hockey, golf, lacrosse, rowing, soccer, softball, tennis, track & field, and volleyball, and New England Women's Hockey Alliance (NEWHA) Division I ice hockey.

Because participation in athletics is an important aspect of the development of a student's character and personality, Franklin Pierce sponsors a full athletic program that includes intercollegiate, intramural, and individual sports.

Franklin Pierce athletes are consistently named to the NE10 Academic Honor Roll and the Franklin Pierce Athletic Department Honor Roll. Highlights of the Ravens Athletics program include more than 100 NCAA Championship appearances, eight NCAA Division II National Championships (seven teams and one individual), and numerous individual and team awards. Franklin Pierce Athletics offers a wide range of facilities for intercollegiate, intramural and community use, including one of the premier, college baseball facilities and softball fields in the Northeast.

Student Engagement

Co-curricular experiences are the “lifeblood” of undergraduate student culture at Franklin Pierce. In part, undergraduate students attend the University because they are attracted to the notion that they can be involved and be an important part of a vibrant community. Graduate student organizations are program-specific and include student government organizations in the professional programs.

Raven Recreation

Raven Recreation includes informal recreation, adventure recreation, intramurals, sport clubs, and fitness/wellness programs. FPU’s location in southwestern New Hampshire affords students many outdoor locales to engage in rock climbing, ice climbing, sailing, skiing, kayaking, caving, horseback riding, and more. The University offers over 20 off-campus trips each semester and has a stock of outdoor equipment for students to use. A significant percentage of the undergraduate student population participates in the more than 40 different competitive events offered by the intramurals program.

Health and Wellness

Franklin Pierce University Health Services provides a full range of primary care, referrals and educational services tailored to the individual and unique needs of college students on the Rindge Campus. Franklin Pierce Health Services is a member of the American College Health Association and the New England College Health Association and is licensed as an educational health facility by the New Hampshire Department of Health and Human Services. Graduate students receive mental health support, accessibility services, and international student supports through the University and the University is working to build out augmented University-wide supports for graduate students. In addition, the Center for Counseling and Outreach Education exists to help Franklin Pierce undergraduate students make a healthy adjustment to college life and make wise choices in all areas of their residential and academic experience.

Enrollment

100%	of students accepted to the Rindge Campus will receive aid for fall 2023
\$30M	of Franklin Pierce University funds will be awarded to students for the 2022-2023 academic year
\$34.5K	is the average Franklin Pierce University Scholarship for Fall 2023 incoming students
\$32K+	Franklin Pierce University funds awarded to students for the 2022-2023 academic year

TRADITIONAL UNDERGRADUATE		ONLINE UNDERGRADUATE		GRADUATE	
1,073		99		545	
51% Female	49% Male	70% Female	30% Male	61% Female	39% Male
(Fall 2022)					
DIVERSITY - RINDGE STUDENTS					
Asian	2%	American Indian or Alaska Native	0.5%	Two or more races	3%
Black or African American	8%	Native Hawaiian or Other Pacific Islander	0.5%	Unknown	3%
Hispanics of any race	9%	Non-Resident Alien	3%	White	74%

RINDGE FIRST-TIME FULL-TIME FRESHMAN RETENTION	RINDGE FIRST-TIME FULL-TIME FRESHMAN GRADUATION
1st to 2nd year Fall 2021-2022	4-Year % Entry Fall 2018
74%	50% (Fall 2018)

<https://www.franklinpierce.edu/about/facts/index.html>

University Finances (as of 5.31.23)

Total Net Assets **\$46.3M** of which **\$34.24M** were without donor restrictions

Total Operating Revenues **\$50.9M**

Tuition and fee revenue net of in scholarships (\$33.2M) - **\$30.2M** (59.3% of Total Operating Revenue) Auxiliary Enterprise revenue primarily from room and board - **\$14.38M** (28.2%)

Employee Retention Tax Credit - **\$3.56M** (7%)

Miscellaneous revenue - **\$3.1M** (6%) grants, gifts, and interest from endowment

Total Operating Expenses \$52.96MSalaries, Wages and Benefits - **\$28.7M** (54% of operating expenses)Operation and Maintenance of Plant - **\$4.8M** (9%)Dining and Auxiliary expense - **\$3M** (5.6%)Bond Interest Expense - **\$1.2M** (2.2%)Depreciation and Amortization - **\$4.2M** (8%)Balance - **\$11.1M** (21.7%) instruction, student services, academic support, institutional support, and institutional advancement

ASSETS	MAY 31, 2022	MAY 31, 2023
Cash and Cash Equivalents	\$ 19.6M	\$ 12.2M
Investments, at fair value	\$ 21.2M	\$ 20.8M
Land, buildings and equipment, net	\$ 43.8M	\$ 42.8M
Grants receivable	\$ 91K	\$ 5.0M*
Employee Retention Credit	---	\$ 3.5M
Other assets, net	\$ 9.5M	\$ 8.4M
Total assets	\$ 94.2M	\$ 92.7M

LIABILITIES	MAY 31, 2022	MAY 31, 2023
Accounts payable and accrued expenses	\$ 5.0M	\$ 3.9M
Other liabilities	\$ 12.1M	\$ 13.4M
Long-term obligations, net	\$ 30.0M	\$ 29.2M
Total liabilities	\$ 47.1M	\$ 46.5M

2022 audited financial statement can be found here:

<https://projects.propublica.org/nonprofits/organizations/20263136>

Economic Impact

The combined economic contribution of Franklin Pierce University in 2022 was \$101 million. This includes a direct impact of \$58.7 million and an indirect/induced impact of \$42.3 million. Operational and capital

spending in New Hampshire generated \$79.8 million of the impact, and \$21.2 million was generated from student and visitor spending. Franklin Pierce University employs 553 people and supports 951 jobs (732 direct and 219 indirect/induced) as a result of operational, student, and visitor spending. In 2022, Franklin Pierce University, its students, visitors, and vendors, contributed an estimated \$5 million in state and local taxes through spending in the local and statewide economy. Of this \$5 million, over \$2.8 million was generated in local taxes only.

Alumni

Franklin Pierce University has over 25,000 alumni distributed in all 50 states and around the world. The [Franklin Pierce Alumni Association](#) has a Board of Directors consisting of 21 elected members who can serve up to two consecutive three-year terms. They meet four times a year and have a history of close engagement with the University.

Board of Trustees

Franklin Pierce is governed by a [Board of Trustees](#) made up of 14 members, each appointed to four-year terms, and a Graduate of the Last Decade (GOLD) whose seat is a two-year term. The Board has three regular meetings per year.



Rindge, NH

Rindge is a small town in Cheshire County, located in the picturesque Monadnock Region of New Hampshire. The town was incorporated on February 11, 1768, and today, Rindge retains much of its historic, small-town flavor. Rindge offers visitors many opportunities for sightseeing, recreation, and shopping. Residents enjoy the natural environment, historic heritage, and accessibility of business and commercial development.

Rts. 119 and 202 are the major routes through the town, which is located just over the border from Massachusetts and less than an hour's drive from Vermont. The Town has 37.1 square miles of land area and 2.7 square miles of inland water area with many lakes and ponds, including Lake Monomonac, Contoocook Lake, Emerson Pond, Grassy Pond, Hubbard Pond, Bullet Pond, Pool Pond, Crowcroft Pond, Annett State Park, and Pearly Pond. There are ample opportunities for swimming, fishing, and boating, and in the winter, Rindge offers skating, skiing, ice fishing, and even ice boating. Rindge is part of the Rails to Trails network which reimagines public spaces to create connected trails for walking and biking. Rindge is also very close to Mount Monadnock, the most climbed mountain in the world.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Franklin Pierce University in this search. For fullest consideration, candidate materials should be received by February 21, 2024.

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

Nominations and inquiries can be directed to:

Jeffrey Compher, Lucy Leske, and Kimberly Migoya
FPUPresident@wittkieffer.com

Franklin Pierce University, in recognition of its obligations under Title VII of the Civil Rights Act of 1964, as amended, Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA), has established the following policy on non-discrimination:

Franklin Pierce University does not discriminate on the basis of sex, race, color, religion, age, disability, national or ethnic origin, sexual orientation, marital status or other legally protected classification in hiring, promotion and terms and conditions of employment and/or in the administration of its educational policies, admissions policies, scholarship or loan programs, and/or athletic and other University administered programs or activities.