

# Dartmouth

## Leadership Profile



Photo by Jeff Woodward

**Founding Director**  
**Arthur L. Irving**  
**Institute for**  
**Energy and**  
**Society**

**WITT / KIEFFER**

*Leaders Connecting Leaders*

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This Leadership Profile is intended to provide information about Dartmouth College and the position of Founding Director of the Arthur L. Irving Institute for Energy and Society (IIES). It is designed to assist qualified individuals in assessing their interest in this position.

## The Opportunity Overview

Dartmouth College invites inquiries, nominations and expressions of interest for the position of Founding Director of the Arthur L. Irving Institute for Energy and Society (IIES). Established by Dartmouth and a generous gift from Irving Oil Limited, the Arthur L. Irving Family Foundation, Arthur L. Irving, Sandra Irving and Sarah Irving, IIES seeks to advance understanding of the world's energy challenges and catalyze changes in how humankind addresses them. It aims to contribute to a future with universal, affordable and equitable access to environmentally sustainable energy services and systems.

The Founding IIES Director will advance the Institute's mission, build an administrative infrastructure of operational excellence and establish and implement a shared strategic vision that leverages the cross-disciplinary expertise of the Dartmouth campus and colleagues across the globe. The Irving Institute will bring together faculty, students and staff from Arts & Sciences, the Thayer School of Engineering, the Tuck School of Business and the Geisel School of Medicine. Its world-class scholarship will lead to the discovery and dissemination of ideas, technologies and policies to improve energy efficiency, equity and sustainability. At the same time, the Institute's teaching and mentorship will prepare Dartmouth students to engage with the world's energy-related problems from multiple perspectives.

Reporting to Dartmouth's Provost, the IIES Director will lead an intellectual community of scholars spanning the energy-society interface, including engineering, business, sciences, social sciences, humanities and arts. The Founding IIES Director will collaborate with other campus leaders to recruit distinguished faculty members, build new academic programs and bring recognition to the Irving Institute and its mission through external engagement and philanthropic development. The new Director will also be afforded a sizeable endowment to help build the Institute and an innovative, purpose-built facility in which to engage students, faculty and staff.

The ideal Director will be an accomplished leader and recognized scholar in some facet of energy and its relationship to society, and she or he will hold academic credentials for appointment to a senior faculty position with tenure. The Director's disciplinary background is open, but successful candidates must possess a record of excellence in research, teaching and administration to address the complex issues related to energy and society. Special interest will be focused on individuals with demonstrated achievement in leading large interdisciplinary research programs through successful faculty collaborations, effective management of a diverse staff and stakeholders and the pursuit of strategic opportunities to produce meaningful results and relevant impact. Experience with fundraising and engaging constituencies to invest in and



Photo by Eli Burakian '00

increase recognition of the Institute's mission will be highly valued. More information about the Irving Institute for Energy and Society can be found at: <http://irving.dartmouth.edu/>

To make a nomination, recommendation or submit materials for consideration, please see the section entitled "Procedure for Candidacy" on page 6 of this document.

## The Role of the Irving Institute Director

The Director serves as the academic leader and principal spokesperson for the Arthur L. Irving Institute for Energy and Society. The Founding Director will have the opportunity to help build and lead a new institute devoted to the issues lying at the intersection of energy and society, in particular that of ensuring a future with universal, affordable and equitable access to environmentally sustainable energy services and systems. The IIES Director will work on behalf of the Institute and Dartmouth College to advance humankind's understanding of the world's energy challenges. She or he will serve as the principal catalyst to organize and synergize research initiatives, academic programs, collaborations among faculty, outreach to the world of energy and society, especially with Dartmouth alumni working in that world, and philanthropic efforts with stakeholders.

## Opportunities and Expectations for Leadership

Dartmouth is well positioned to take advantage of its broad strengths in research, teaching, service to society and generous alumni support to respond to society's grand challenges and to make an impact in areas of global significance. Through campus discussions and with the support and interest of the Irving family, Dartmouth created the Irving Institute to be a center of excellence, providing support for faculty and students engaged in solving society's complex energy problems from multiple perspectives.

The Founding Director of the Irving Institute for Energy and Society will be provided an exceptional platform from which to leverage the broad academic talent, resources and energy of Dartmouth and to help shape a strategic direction for the Institute. Among the most important responsibilities for the Director of the Institute are the following areas:

### **Strategic planning and implementation**

Given the expansive nature and diverse disciplines required to address the interconnected and complex issues related to energy and society, the new Director will have responsibility for developing a collective, collaborative vision and approach for Dartmouth to pursue the mission of the Institute. She or he will have considerable latitude in creating and implementing the Institute's strategic plan, but it must be conducted with respect to the initial vision and especially with an inclusive, collaborative, consultative approach that engages colleagues from across the campus. An important part of the strategic plan will be deciding the top management structure for the Institute, including the possible role of a deputy or managing director.

Immediately upon arriving, the new Director will have the opportunity to oversee construction of a building that supports the programmatic vision, serves as a hub for intellectual life and expresses the energy values of the Institute. This innovative, purpose-built facility will include offices, labs, classrooms and spaces for public gatherings, all designed to promote easy collaboration.

Planning is underway for an approximately 55,000-square-foot building. This new building will be designed to foster high-impact interdisciplinary collaborations between students and faculty and will anchor Dartmouth's West End campus. The West End, which will include the Tuck School of Business, Thayer School of Engineering and the Department of Computer Science, in addition to the new Institute, is envisioned as a center for innovative, collaborative research and learning, a crossroads where brilliant minds—faculty and students—with a passion for technology, science, math and business meet to develop innovative solutions to some of the world's greatest challenges.

## **Recruitment and engagement of faculty scholars**

The Director will have the opportunity and resources to help to hire new faculty and to engage existing Dartmouth faculty in the work of the Institute. Faculty tenure homes will be in Dartmouth's schools, departments and interdisciplinary programs, and therefore the IIES Director will need to collaborate with deans and department/program chairs to identify and recruit scholars who will contribute to the research, education and service mission of the Institute. She or he will work to maximize the intellectual capital of Dartmouth by actively engaging faculty from across schools, departments and programs to address the complex energy and society issues through the convergence of disciplines, from developing renewable clean energy technologies and increased efficiencies, to energy distribution, consumption and related economics, policies and behaviors.



Photo by Joseph Mehling '69

## **Contributing to the core values and mission of Dartmouth**

The Director will be responsible for ensuring that IIES plays a vibrant and integral role in promoting Dartmouth's deep commitment to combining outstanding undergraduate liberal arts and graduate education with distinguished research and scholarship in the Arts & Sciences and its three leading professional schools—the Geisel School of Medicine, the Thayer School of Engineering and the Tuck School of Business. The Director will coordinate the Irving Institute's synergistic participation in advancing educational excellence by working collaboratively with other academic disciplines and leaders across Dartmouth.

## **External engagement and philanthropic development**

The Director's interactions will span a wide range of important internal and external stakeholders and constituencies, including academic deans, faculty, students, Foundation representatives, government officials, funding agencies, industry partners, civic leaders, donors and alumni. The Director serves as the chief advocate to champion and bring recognition to the Institute's mission and accomplishments regionally, nationally and internationally. In this capacity, the Director will be responsible for building and overseeing relationships with various partners to develop research opportunities and new initiatives, to enhance and diversify revenue streams and to support economic growth and workforce development in the state and beyond. The Director will serve as the chief architect for securing extramural research funding from government agencies, foundations and commercial partners. The Director will also work with development staff to spearhead advancement and fundraising activities with alumni and individual donors. He or she will be recognized as the principal spokesperson to represent the Institute's mission with various audiences and settings.

## **Financial management and operational excellence**

In a time of continued budgetary constraints, increased competition for extramural funding and change across higher education, the Director will be accountable for ensuring the overall fiscal health and operational sustainability of IIES. The Director should have knowledge and experience relevant to grant funding in the energy world. He or she will oversee the human, capital and physical resources of the Institute and allocate them appropriately to accomplish the Institute's strategic goals. The Founding Director will have the opportunity and responsibility to establish an effective administrative team, possibly including a deputy or managing director, as

well as creating an organizational structure that supports the Institute's pursuit of world-class scholarly research, innovative educational programs and active outreach and engagement of stakeholders and supporters.

### **Promote diversity and inclusion**

Dartmouth and IIES have a strong commitment to promoting diversity in all of its forms and promoting a culture of inclusion, openness and fairness. The College embraces diversity with the knowledge that it significantly enhances the quality of a Dartmouth education. The next



Photo by Eli Burakian '00

IIES Director will collaborate to develop strategies to recruit and retain women and underrepresented minority faculty, students and staff.

## **Professional Qualities and Characteristics**

Dartmouth seeks in its Founding IIES Director a versatile individual who is a distinguished academic, accomplished administrator, experienced fundraiser and visionary leader with broad intellectual

interests in energy and its relationship to society. The ideal candidate will be an internationally recognized scholar with a track record of securing research funding. She or he will have successfully led a complex academic unit (or equivalent), built new academic programs and have experience and/or strong inclinations for engaging various constituencies to contribute to a collective mission. Particular attention will be paid to individuals who have the potential to build upon Dartmouth's rich interdisciplinary culture to advance research and education across the many integrated disciplines involved in the production, distribution and consumption of energy.

### **Requisite qualifications include:**

- Ph.D. or equivalent terminal degree.
- Demonstrated successful leadership, administrative experience and budgetary management skills.
- International recognition in a field related to energy and society.
- A distinguished record as a scholar-educator with a sustained record of peer-reviewed research and scholarship in a relevant field that qualifies for a senior level faculty appointment at Dartmouth.
- Knowledge of current and future developments in the Institute's field of energy and society.
- Ability and experience to engage external partners, governmental agencies and individuals to support the Institute through synergistic collaborations and fundraising.
- Proven background in personnel recruitment, team building, mentoring and development.
- Experience with and commitment to education, research, training and interdisciplinary collaboration.

- Experience in translating strategic plans into programmatic achievements.
- Ability to work effectively and collaboratively as a member of a leadership team.
- Demonstrated ability to work in and promote a diverse environment.
- Highest level of ethics and integrity.

**Preferred Qualifications:**

- Excellent communication and presentation skills and the ability to inspire and work collaboratively with staff, faculty and academic leaders across the institution and beyond.
- Outstanding skills and passion for external development and fundraising.
- Expertise in working with diverse communities.
- A people person with a sense of humor, willingness to help others succeed and grace under pressure.

## Procedure for Candidacy

Inquiries and candidate materials, including a CV and cover letter describing professional background and qualifications, can be sent in confidence to consultants Brian Bloomfield and Jennifer Desjarlais via email to [Dartmouth-IIESDirector@wittkieffer.com](mailto:Dartmouth-IIESDirector@wittkieffer.com). The position will remain open until filled, but candidate materials should be received by February 15<sup>th</sup>, 2017. The recruitment will be conducted in confidence until finalists are invited for campus visits at which time professional references will be contacted.

*Dartmouth College values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.*



Photo by Kent Quirk

# Appendices:

## The Arthur L. Irving Institute for Energy and Society

### Overview

The Arthur L. Irving Institute for Energy and Society (IIES) draws on the liberal arts tradition that is at the heart of multidisciplinary research and education at Dartmouth. Students will work toward energy sustainability with a growing number of distinguished faculty from the arts and sciences, Thayer School of Engineering, Tuck School of Business and Geisel School of Medicine. Scholars will benefit from partnerships with other Dartmouth centers such as the John Sloan Dickey Center for International Understanding, the Nelson A. Rockefeller Center for Public Policy, the Dartmouth Ethics Institute, the Revers Center for Energy at Tuck and the Dartmouth Entrepreneurial Network. Large enough to produce path-breaking research, yet small enough to nurture collaboration, Dartmouth provides fertile ground for innovative teaching and scholarship that result in real-world impact.

The Irving Institute will advance understanding and knowledge of a resource that powers modern life and is a primary factor in determining a society's standard of living and success. The Institute will prepare future generations of energy leaders and advance humanity's grasp of the field, driving change in the intelligent production, supply and use of energy. The Institute will support existing faculty and students who want to elevate their research, teaching and learning about energy production, consumption and policy, and add expertise to Dartmouth through a number of new hires. The Institute will provide office and research space for faculty.

Courses, programs and outreach efforts offered by the Institute will advance society's understanding of energy issues and provide the world at large with insights, solutions and new generations of energy leaders. Scholars at the Institute will produce research of the highest quality while broadening and deepening the curriculum. Innovative multilevel courses and new programs will allow undergraduates and graduate students to study and work together as they conduct research with faculty.

### Mission of the Institute

The Institute will strive to be a leader in transforming humankind's understanding of issues at the intersection of energy and society, and a driver in the creation of ideas, technologies and policies that will improve the availability and efficient use of energy for every person on the planet. To attain this ambitious goal, this Institute will aim to produce academic scholarship of unimpeachably high quality and relevance and will have education of Dartmouth students at its heart. The Institute will be a hub of vibrant collaboration, involving faculty and students from across all academic disciplines, and will prepare the next generation of energy experts who have a deep understanding of North American and global energy issues.



## The Dartmouth Distinction

The Institute is grounded in the belief that energy and society are linked and should be studied in tandem, motivating teaching and learning in the arts and sciences, business and engineering. Drawing on Dartmouth's strong undergraduate and graduate programs in the liberal arts, renowned professional schools and a tradition of interdisciplinary teaching and learning, the Institute will be distinguished from other centers devoted to the study of energy. Undergraduate and graduate students will be full partners in the work of the Institute, continuing Dartmouth's rich history of student-faculty collaboration. At a time when the issues of energy increasingly transcend geographical and scholarly boundaries, the Institute will bring together researchers now working in divergent arenas and in different locations, pooling talents to address issues of worldwide importance.

The Irving Institute will address the subject of energy from four main strategic perspectives:

- Technology and science: investigating the strengths and weaknesses of existing and emerging technologies, cutting across societies, markets and geopolitics.
- Business and economics: developing a richer understanding of how markets drive and react to the energy sector, how investing in energy is evolving and what factors—including regulation—will be driving changes to market behaviors.
- Geopolitics: analyzing the forces that shape energy markets and policies internationally, with a special focus on how regions such as New England and North America are embodied within a global energy market.
- Society and environment: exploring, in the broadest sense, how energy decisions affect individuals, communities, regions and nations; delving into issues such as wealth distribution, environmental impact, food and water, and overall welfare.



Photo by Robert Gill

Additional information about the Irving Institute can be found at: <http://irving.dartmouth.edu/>

## Dartmouth College: An Overview

### Core values:

- Dartmouth expects academic excellence and encourages independence of thought within a culture of collaboration.
- Dartmouth faculty are at the forefront of their scholarly and creative work while also being passionate about teaching.
- Dartmouth embraces diversity with the knowledge that it significantly enhances the quality of a Dartmouth education.
- Dartmouth recruits and admits outstanding students from all backgrounds, regardless of their financial means.



Since its founding in 1769, Dartmouth has provided an intimate and inspirational setting where talented faculty, students and staff—diverse in background but united in purpose—contribute to the strength of an exciting academic community that cuts easily across disciplines.

Dartmouth is committed to providing the best undergraduate liberal arts experience and to providing outstanding graduate and professional programs in the Geisel School of Medicine (founded 1797), the Thayer School of Engineering (1867), the Tuck School of Business (1900) and the newly established School of Graduate and Advanced Studies. Together they constitute an exceptional and rich learning environment. Dartmouth faculty and student research contributes substantially to the expansion of human understanding.



Photo by Kathryn LoConte Lapierre

Dartmouth provides a comprehensive out-of-classroom experience, including service opportunities, engagement in the arts and competitive athletic, recreational and outdoor programs. Pioneering programs in computation and international education are hallmarks of Dartmouth. Dartmouth graduates are marked by an understanding of the importance of teamwork, a capacity for leadership and their keen enjoyment of a vibrant community. Their loyalty to Dartmouth and to each other is legendary and is a sustaining quality of the College.

## History & Traditions

Throughout its rich history, Dartmouth has never stopped changing and innovating. The College has forged a singular identity, combining its deep commitment to outstanding undergraduate liberal arts and graduate education with distinguished research and scholarship in the Arts & Sciences and its three leading professional schools—the [Geisel School of Medicine](#), [Thayer School of Engineering](#) and the [Tuck School of Business](#). Dartmouth’s commitment to graduate students and postdoctoral scholars was recently highlighted by its founding of the [School of Graduate and Advanced Studies](#). Dartmouth was named one of the world’s “most enduring institutions” by the consulting firm Booz Allen Hamilton in 2004.

## Dartmouth’s Founding

The charter establishing Dartmouth—the ninth-oldest institution of higher education in the United States—was signed in 1769, by John Wentworth, the Royal Governor of New Hampshire, establishing an institution to offer “the best means of education.” For nearly 250 years, Dartmouth has done that and more.

Dartmouth’s founder, the Rev. Eleazar Wheelock, a Congregational minister from Connecticut, established the College as an institution to educate Native Americans. Samson Occom, a Mohegan Indian and one of Wheelock’s first students, was instrumental in raising the funds necessary to found the College. In 1972—the same year the College became coeducational—Dartmouth reaffirmed its founding mission and established one of the first Native American Programs in the country. With nearly 1,000 alumni, there are now more Native graduates of Dartmouth than of all other Ivy League institutions combined.

Governor Wentworth provided the land that would become Dartmouth’s picturesque 269-acre campus on the banks of the Connecticut River, which divides New Hampshire and Vermont. The College’s natural beauty was not lost on President Dwight D. Eisenhower, who visited in 1953 and remarked, “This is what a college should look like.”

## **'There are those who love it'**

Dartmouth was the subject of a landmark U.S. Supreme Court case in 1819, *Dartmouth College v. Woodward*, in which the College prevailed against the State of New Hampshire, which sought to amend Dartmouth's charter. The case is considered to be one of the most important and formative documents in United States constitutional history, strengthening the Constitution's contract clause and thereby paving the way for American private institutions to conduct their affairs in accordance with their charters and without interference from the state.

Daniel Webster, Class of 1801, passionately argued for the original contract to be preserved. "It is ... a small college," he said, "and yet there are those who love it."

## **World-class academics**

Recognized by the Carnegie Foundation as a "research university with very high research activity," Dartmouth combines elite academics with thriving research and scholarship.

Dartmouth is home to about 4,200 undergraduates in the liberal arts, over 800 graduate students in 11 Masters and 17 Ph.D. [programs](#), overseen by the School of Graduate and Advanced Studies, and some 1,000 professional students housed in Dartmouth's professional schools: the Geisel School of Medicine, the nation's fourth-oldest medical school; the Thayer School of Engineering, one of the nation's first professional schools of engineering; and the Tuck School of Business, the world's first graduate school of management. Dartmouth is also the first school in the world to offer a graduate degree in [health care delivery science](#). The Institute can take advantage of thriving graduate programs in engineering, earth sciences, EEES (ecology, evolution, ecosystems & society), chemistry and computer sciences, among others, in an environment where ongoing research is catalyzing discovery at the intersection of traditional fields of study, and in which critical thinking, communications skills and professional development are interwoven across programs.

## **Hanover, New Hampshire**

Chartered in 1761, Hanover, NH is a quintessential New England college town. Located in the scenic Upper Connecticut River Valley, the town rests along the river's eastern shore. Hanover itself is home to 11,000 people; its neighboring towns bring the Upper Valley population to about 40,000. The landscape of the area is one of compelling natural beauty, and opportunities for year-round outdoor and cultural recreation abound. The Appalachian Trail passes directly through Hanover, and Dartmouth's Hopkins Center for the Arts and surrounding arts organizations host more than 500 events each year. The Dartmouth-Hitchcock Medical Center is located just a few miles from campus in Lebanon, NH; other notable healthcare facilities include the Norris Cotton Cancer, the Children's Hospital at Dartmouth and the Veterans Affairs Medical Center. Hanover and its surrounding communities are known for their excellent primary and secondary educational offerings.

Information at <http://www.hanoverchamber.org/>.

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The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Dartmouth College documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern

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