

A Brief History of the Founding of the New Hampshire Institute of Politics (1996–2021)

The Inside Story as Told by Paul Manuel

September 7, 2021



Saint Anselm College is “the Benedictine college with a box seat on America’s most riveting political theater.”

-- Washington Post

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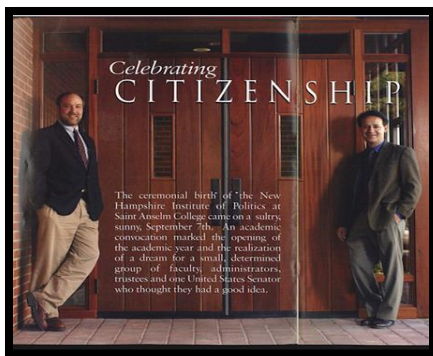
I. Celebrating the Anniversary of the New Hampshire Institute of Politics



Last summer, Saint Anselm students asked me to meet them over Zoom for an interview about the founding of the New Hampshire Institute of Politics (NHIOP), as the NHIOP prepared to celebrate its 20th anniversary. In preparation for that interview, I wrote a brief history of how we founded the NHIOP, which appears below. I left Saint Anselm College for a professional opportunity in Washington, DC, 14 years ago, but the memories of how we founded the NHIOP remain vivid.

The official story, which is essentially correct, is this: “The New Hampshire Institute of Politics (NHIOP) was founded in 2001 through a nine-million-dollar grant secured by then U.S. Senator Judd Gregg from the National Institute of Standards and Technology. The idea of the Institute came from a series of conversations between Professors Kuehne and Manuel of the Saint Anselm College politics department and assistant vice president Anne Botteri. All involved believed in the potential the college could harness from the New Hampshire primary because of its traditions and location. In December 1995, Fr. Jonathan DeFelice asked Professor Manuel, as chairman of the politics department, to chair a committee to study the question and to make recommendations. A proposal was presented to the Board of Trustees by fellow trustee and former Massachusetts Senate president Kevin B. Harrington. Passing by a unanimous vote, the institute was constructed in 2000 and dedicated on September 7, 2001.”¹

As you can imagine, the founding of the NHIOP was much more complicated than that. Although what I am about to write happened some 25 years ago when we started the project, the events that led to the founding of the New Hampshire Institute of Politics were so vivid and intense that I am still able to remember most of the details. I tried my best to remember each of the many people who played a role in the NHIOP founding, and I apologize in advance for any omission.



Professors Kuehne and Manuel in 2001



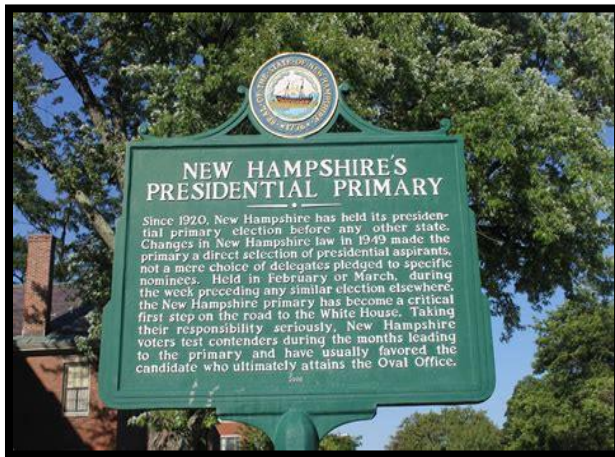
Neil Levesque and Ann Camann in 2021

¹ https://en.wikipedia.org/wiki/New_Hampshire_Institute_of_Politics. One small correction: Father Jonathan appointed me to chair the NHIOP study committee in September 1997, not in December 1995.

II. Saint Anselm College and the New Hampshire Presidential Primary

Here is some of the backstory. Saint Anselm College, founded in 1889, has always been able to take advantage of the New Hampshire Presidential Primary, hosting many candidates over the years. However, before the birth of the NHIOP, there was no institutionalized response from Saint Anselm College; events were organized on a somewhat erratic, fly-by-the-seat-of-your-pants, ad hoc basis, by either a faculty member, students, or perhaps someone from the college administration, including college communications. The college was clearly missing out on a great opportunity to reach a national audience to attract applications from across the country, and that issue became one of the main driving factors behind the founding of the NHIOP.

The first New Hampshire presidential primary took place in 1916. Although New Hampshire has held the first-in-the-nation primary since 1920, the New Hampshire primary only began to take on national importance after the campaign reforms of 1972. Of course, it was always significant. For



instance, when Estes Kefauver defeated incumbent President Harry S. Truman in 1952, Truman dropped out of the race. Later, in 1968, Senator Eugene McCarthy campaigned against President Lyndon Johnson policies in the Vietnam War. McCarthy lost to President Johnson by seven percentage points (49–42%), but the close margin of defeat eventually forced President Johnson to withdraw from the race.

In reaction to the “smoke-filled” rooms of political insiders that dominated the presidential selection process before 1968, significant reforms were adopted in 1972 by the Democratic Party, and then also by the Republican Party. These reforms sought to move the selection process away from party bosses and let the people in each state decide who the candidate of their party would be, by means of a free and fair vote. As such, political scientists consider 1972 to be the first primary in the “modern era” of presidential politics.

The most noticeable reform was that the nomination process would be transparent and include all members of the party, not just the party bosses. Elections going forward would be held in each state, and candidates would earn delegates for the national convention.

New Hampshire was ideally suited for this new modern era. It already had the political infrastructure in place to host an open state-wide presidential primary. After 1972, New Hampshire became a major player in national politics. In addition, for thirty-six years, from 1952 to 1988, the winner of the New Hampshire primary won the presidency, rendering a certain sense of clairvoyant magic to the New Hampshire presidential primary. That predictive streak ended when Senator Paul Tsongas of Massachusetts defeated Governor Bill Clinton of Arkansas in 1992, but Clinton was nonetheless elected president that fall. It should be noted that many political observers pointed out that although New Hampshire voters did not choose Clinton, they did identify the correct issue for that campaign, which was the struggling economy. Tsongas had published a manifesto about how

to turn the economy around, and after his defeat in New Hampshire, Clinton issued his own economic manifesto. A focus on economic recovery became a big part of Clinton's successful national strategy was to focus on economic issues. (As Clinton advisor James Carville would say, "It's the economy, stupid.")²

A major democratic debate took place in the Dana Center on the campus of Saint Anselm in February 1992, just before the primary election took place. I was following the primary from my studio apartment in Georgetown, as I was finishing my dissertation. I recall that a local television crew from Washington, DC broadcast live from in front of Alumni Hall that night. One of the commentators noted that Saint Anselm had a beautiful campus, but that it was a cold New Hampshire winter night. I taped that coverage and held on to the VHS tape – I showed it to my fiancée and other friends, telling them that I wanted to work there. I was actually hired by Father Peter, the academic dean of Saint Anselm College later than year, in the fall of 1992. As the old adage goes, be careful with what you wish for!

III. The Beginnings, 1992–1996

During the 1992–1993 academic year, Father Peter Guerin, O.S.B, the academic dean of the college, hired me, a newly minted Ph.D., as a tenure-track assistant professor of politics and also as the politics department chair. This was a unique situation and opportunity, to say the least. To make a long story short, my predecessors had left a poorly designed curriculum, terrible library resources, and a declining number of majors in their wake. So, when I was hired, Father Peter asked me to renovate the academic program in politics, with the overall objective of harmonizing the curriculum in politics and international relations with the larger academic efforts of the College. He told me that he thought that the study of politics should figure prominently at Saint Anselm.

Consequently, with my politics department colleague, Barbara Baudot, I started work on improving the political science and international relations curriculum by, among other initiatives, adding eighteen new courses and by conducting national searches for several new tenure-track positions. We hired Dale Kuehne in April 1994 from William Jewell College in Liberty, Missouri. Dale and I had both attended Georgetown University, and he enjoyed an excellent reputation for teaching. I thought he would be a good fit for Saint Anselm. As a protestant minister from Minnesota, he also brought a new perspective and some diversity to the department. Dale was hired to teach American politics and political theory.

We had a small, three-person department, but our emphasis on good teaching started to produce results, and the number of students majoring in politics jumped from just 30 to over 60. Father Peter was very happy. He told me that he thought that politics and civics education played a vital role in a liberal arts college and encouraged and supported my work as chair.

Planning for the 1996 New Hampshire Presidential Primary

In 1995, Paul Dowd, head of communications, chaired a presidential ad hoc committee to study how the college should respond to requests from political campaigns and the media who wanted

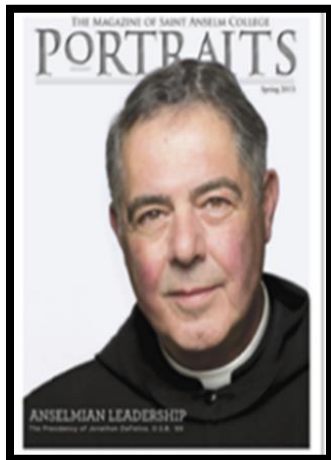
² https://en.wikipedia.org/wiki/It%27s_the_economy,_stupid

to use campus facilities. As the politics department chair, Paul Dowd asked me to serve on that committee, along with members from his office, campus facilities and information technology.

Paul Dowd started the first meeting with a question: Should we recommend to Father Jonathan DeFelice, OSB, the president of the college, to permit all presidential candidates to speak on campus? The committee studied that question and considered the full range of Catholic teachings in our deliberations: Who should be allowed to speak to our students? What would the benefits be for such a conversation? Would such events garnish greater national media attention for the college? In the end, the committee voted unanimously to recommend that the administration permit all candidates to speak on campus.

Father Jonathan DeFelice, College President, 1989–2013

To his great credit, in the name of academic freedom and open, civil dialogue, Father Jonathan accepted that recommendation. Father Jonathan then had to put up with a lot of concerned and



Father Jonathan DeFelice, OSB

sometimes angry people who would call in protest of his decision to allow all candidates to speak on campus during the New Hampshire presidential primary season. Father Jonathan was known for his unwavering commitment to the Catholic intellectual tradition and Catholic social teaching, and he always supported free and open dialogue.

Father Jonathan was president of Saint Anselm College for 24 years, from 1989 to 2013. During that time, he oversaw a strong period of growth in all areas of the college, including the launching of the NHIOP. His strong leadership, vision, support of our work, both during and after the 1996 presidential primary, were all essential elements leading to the creation of the NHIOP.

The 1996 New Hampshire Presidential Primary

Paul Dowd was the de-facto head of all primary-related events in 1996. Barbara, Dale, and I were extraordinarily busy. I remember hosting the House minority leader, Representative Dick Gephardt (D-Missouri), in one of my American government classes. As the national media was taking photos in my classroom in Poisson 104, he talked to my students about the legislative process: namely, how a bill becomes law. This was my first experience of how the New Hampshire primary could enrich my teaching. There were many other events in 1996; to name just a few, First Lady Hillary Clinton met the politics students and talked about her husband's plans for a second term; Senator Paul Tsongas talked about the budget deficit; and National Public Radio broadcast an interview with students about the current state of politics. Mark Shields of CNN and David Broder of the *Washington Post* were frequent campus visitors and got to know us very well.

The 1996 primary at Saint Anselm College was very exciting, but not well organized. I would get a phone call in the morning and then have to rearrange my entire day to accommodate the presidential candidate or national journalist. I was happy to do so because it offered great real-world opportunities for our students, but it was simply exhausting. That was the year when Father

Jerome Day, OSB, of the communications office, featured Barbara, Dale, and me on the *Saint Anselm Magazine*. This was just a sign of things to come!

The Early Awakening of the NHIOP Concept in 1996



Professors Manuel, Kuehne and Baudot in 1995

Things started to change for us after the 1996 New Hampshire presidential primary. I can tell you a little-known story of the early awakening of the NHIOP concept. It starts with two student government leaders, both politics majors: Tim Wilkerson, '97 from Maryland, and Zach McLaughlin, '97, from Maine. Tim attended Georgetown Prep in Bethesda and Zach was a graduate of Bonny Eagle High School in Maine. They were very active on campus, and one of their concerns was the lack of proper housing for juniors and seniors. They organized a tent city protest on the quad and eventually got the administration to build the new apartments on campus, in the area behind the coffee shop.

Zach McLaughlin attended an event with political candidates at the Institute of Politics at Harvard in the fall of 1996. He was so impressed at the ability to engage candidate's close-up and lamented that we at Saint Anselm were not taking full advantage of our location to do the same.

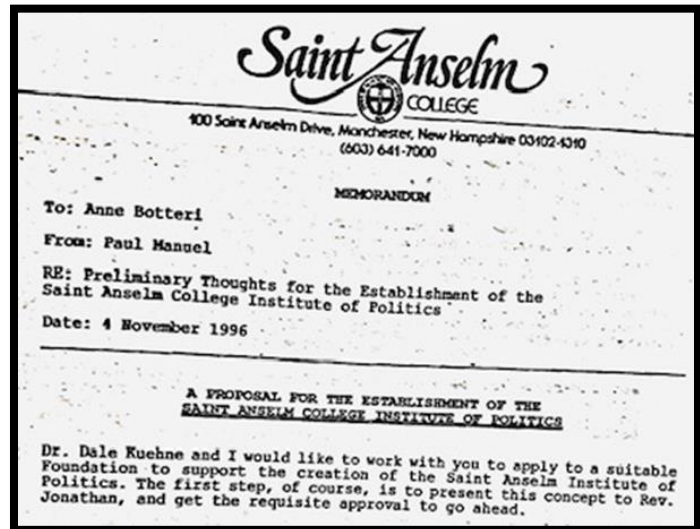
We certainly hosted candidates, but not in a proactive, intentional way; we needed to find a way to tap into the flood waters of the NH presidential primary in order to offer our students practical, experiential lessons in political leadership and citizenship.

Zach was a work-study student for both Anne Botteri and me. He shared his insight with Anne, and, in response – as Zach later told me – she responded that we should create an Institute of Politics at Saint Anselm. The next day, Zach was working in the politics department and told me about that conversation. I loved the idea and immediately telephoned Anne Botteri. She suggested that we should meet for coffee to discuss. I then walked across the hall into Dale Kuehne's office and asked him if he would like to brainstorm with us about the creation of an Institute of Politics at Saint Anselm College to teach about civics, civic engagement, and leadership, similar to the Institute of Politics at the Kennedy School of Government at Harvard University. He let out a loud "Yes, great idea!" I then called Anne, and she suggested that the three of us grab a cup of coffee and discuss – that is how the famous conversation between the three of us about how to create the NHIOP started.

The First Conversation in October 1996: Botteri, Kuehne, and Manuel

The three of us met in the college coffeeshop. Anne actually held on to her coffee-stained notes from the initial meeting for years, but I'm not sure what has happened to those notes. We agreed in principle that we should launch a conversation around campus how best to bring the study of civic education to Saint Anselm College. We disagreed about the need to take political polls – Dale and Anne didn't like the horse-race dimension of presidential polls and instead wanted to focus the institute on the larger issues of citizenship, leadership, and experiential education. I argued in favor of including a survey research center in the new institute for four main reasons: (1) it would bring other academic disciples to the project; (2) it could bring a public dimension to our work; (3) it would be of interest to the local and national media; and (4) it would be great for fund-raising and national visibility. In the end, Anne and Dale agreed, and we decided to include a survey research center in the original proposal.

Anne told us that she needed a formal memo from us to get the process started with the College administration. I immediately went back to my desk and drafted one late into the night, based on that conversation. My memo was addressed to Father Jonathan, and it detailed the advantages of such an institute. A few days later, Anne personally presented the memo and the idea to Father Jonathan in November of 1996.



First NHIOP memo from Paul Manuel to Anne Botteri

The Presidential Ad Hoc Committee for the Study of the Creation of an Institute of Politics

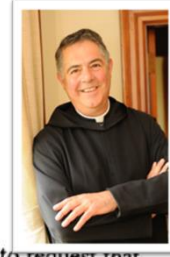
Anne followed up with Father Jonathan five months later, in April 1997. He agreed that the politics institute was a concept worth exploring. In September 1997, Father Jonathan appointed me to chair a campus-wide committee to develop the NHIOP concept.

16 April 1997

To: Father Jonathan

From: Anne Botteri

Re: Political Ambitions (no, not mine)



Following up on a conversation I had yesterday with Paul Manuel, I am writing to request that you appoint a committee to investigate and hopefully advance the potential for creating a Saint Anselm Institute of Politics.

Recently it has been brought to my attention that before we go off taking over buildings we don't yet own, installing satellite dishes, dreaming of endowed professorships and ordering carpeting for NBC's satellite office, we should at the very least run this through channels. So, as much as it goes against everything I believe in, I am humbly and respectfully asking you to create a such a committee. I promise never to do it again.

Suggested appointments to this Committee would be Paul Manuel and Dale Kuehne (for the department), Todd Emmons (for resources and reality), Joe Constance (for collections and creativity), Kathy McLaughlin (for models of ivy league excellence), me (for keeping the President intrigued), and Bob Sullivan (for keeping me under control).

Let me know what you think.

Original Memo from Anne Botteri to Father Jonathan about the NHIOP concept

Membership included professors Dale Kuehne (politics) and Joe Spoerl (philosophy); Anne Botteri and Margaret Golden (advancement and communications); Father Mark (treasurer), Joe Constance (library), Liz Rivett (information technology), and Bob Vachon from physical plant. Cathy McLaughlin, '82, the executive director of the Institute of Politics (IOP) at the Kennedy School at Harvard, was also appointed to the committee. Anne, Dale, and I frequently drove to Cambridge to meet with Cathy and exchange ideas on how to bring the IOP at Harvard to Saint Anselm College. Specifically, the ad hoc committee was charged with developing an annual program to take advantage of New Hampshire's unique situation in the political arena in order to expand opportunities for faculty development, to address existing needs of the politics department, and to enhance the civic educational opportunities for our students.

Our first meeting took place in the former Craft Brothers National Guard armory at the foot of Saint Anselm Drive. Margaret Golden had a key and let us in. The building was in a terrible state: bullets riddled the back walls of the auditorium where target practice had taken place, and the building now known as the West Wing, which hosts the research centers, was a filthy garage and with many oil spills. The place was simply a mess. There had been some talk of moving different academic programs into that facility, but Father Jonathan told us that the building could be used for the new politics institute if the project were approved by the board and if the college could raise the necessary funds. There was a lot of work ahead of us.

IV. Saint Anselm College NHIOP Board Presentations

First Board Presentation: Anne Botteri in December 1997

I worked with the appropriate campus constituencies throughout the 1997–1998 academic year, gathering the required information from the members of the ad hoc committee, and eventually authored the proposal for the creation of this new institute. I was supposed to present the report at the December 1997 board meeting but could not make it due to a family medical emergency. My father-in-law had a heart attack in Virginia, and we lost him in January 1998. I called Dale and asked him to present in my place. He told me he did not feel prepared to present the proposal and instead recommended Anne. In addition to his teaching responsibilities, Dale spent most of the fall of 1997 on the relief work sponsored by his church in Romania, including a few trips, and therefore did not have any time to devote to the institute project. So I called Anne Botteri and asked her to present for me. Anne told me not to worry, that she would present the proposal. Anne was on her own. After the meeting, I called Anne from Virginia expecting good news, but she told me that things had not gone very well. The board was skeptical of the proposal at best; the idea of directing limited college resources to this new project was not approved, but the board did request additional information to be presented at their next meeting in June. Anne met with me when I returned from Virginia to plan our next steps.

Picking Up the Pieces: Spring 1998

In January 1998, Anne and I met in the coffeeshop and discussed whether we should continue with the project. I did not see much reason to continue at that point. I had also met with Dale, who told me that he was not going to have any time for the project that semester given his ongoing work in Romania.

Thus, it was just Anne Botteri and me working on the revised proposal. At this time, Anne and Father Jonathan decided to add one sentence to the new Saint Anselm College Five-Year Plan, 1998–2003, as follows: “the Politics Department is to develop an annual program to take advantage of New Hampshire’s unique situation in the political arena.” That inclusion in the college plan became a critical part of our revised proposal to the board.



Paul Manuel and Anne Botteri with Maria Manuel in 2004

Anne and I had regular meetings during the spring of 1998. She told me that there was strong support among the board for more civics education at Saint Anselm, and so we needed to reframe the proposal from that angle. I agreed to rewrite the proposal. Anne hired a grant writing specialist to help me improve and fine-tune the original proposal. The consultant met with Anne and me throughout the spring of 1998, and the new proposal was called “A Proposal for an Institute for the Study of Democracy and Civic Values at Saint Anselm College.”

Second Board Presentation: Paul Manuel vs. Kevin Harrington in June 1998

I presented the revised proposal for approval to the board of trustees at their June 1998 meeting. My toe-to-toe debates with Kevin Harrington at the board meeting became legendary. Kevin really didn't think we could pull it off, that it was a waste of limited resources, and that only larger institutions like Rutgers or Harvard could host such an institute.

After I finished my presentation, Kevin, who had been the president of the Massachusetts State Senate, raised his hand. He was not convinced that this proposal was a good idea and offered a series of pointed questions.

Harrington: *Mr. Chairman, since such an Institute already exists at leading universities, including Harvard and Rutgers, why should Saint Anselm also have one? What could we possibly contribute that they do not?*

Manuel: *Mr. Harrington, by that logic, the Benedictine monks should not have established a college in New Hampshire in 1889 because Dartmouth College already had a college in New Hampshire. The question is not if some other place has an institute, but what distinctive lessons could we as a Benedictine college contribute to the study of civics?*

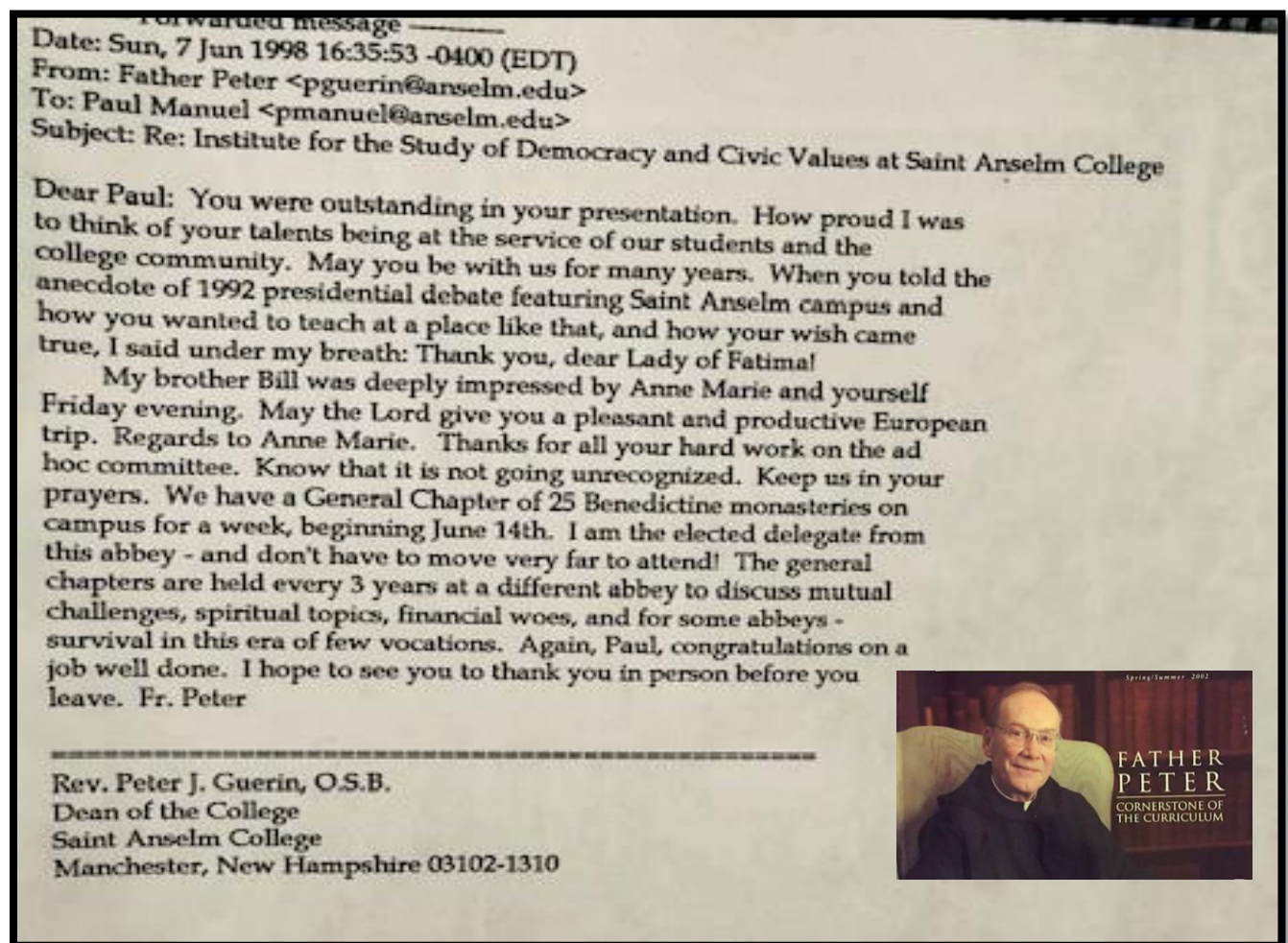


Massachusetts Senate President Kevin Harrington

It was a very tough and contentious debate. I admired Kevin: he had been president of the Massachusetts State Senate when I was a student at Boston College High School, and so I knew how important it was to carefully listen to his concerns. He told me that he was very concerned that this generation of students were not literate in basic civics, so I decided to respond to his concerns about the institute with civic education as my focus.

My main argument in favor of the NHIOP was a simple one – we have the obligation to prepare all students for the demands of good citizenship, whatever their major. Since the first in the nation primary happens in New Hampshire, we should take advantage of the varied educational and financial possibilities it offers. Harrington's strong and vocal opposition to the NHIOP proposal was just crushing for us; we had a lot to overcome.

Some good news arrived the next day when I received a very generous e-mail from Father Peter on Sunday June 7, 1998, who told me that my efforts on the ad hoc committee were not going unnoticed. That message gave me great hope, because in order to be successful, Father Peter was going to have to agree to some significant course release time and the hiring of one or two replacement faculty members.



1998 E-mail from Father Peter, OSB to Paul Manuel following his first NHIOP presentation to the board.

I had asked the board for a \$50,000 budget to start the program, but I really thought the proposal was dead. Some members of the board were very positive; others were hostile. Trustee Bill Guerin, the brother of the Academic Dean Father Peter Guerin, OSB, was the first member of the board of trustees to come to my defense during what had been a very tense argument between President Harrington and me. At the end of the June board meeting, Anne Botteri wasn't sure where Father Jonathan was on the project because he was working on so many other important priorities for the college, including raising funds to improve and expand the science building, build a new hockey arena, re-launch the football program, and more. There was a lot going on, and we did not know where the politics institute project ranked on the master list of college priorities.

Looking back 25 years later, it is clear that my argument in favor of the creation of an institute that would help students learn about American democracy, politics, and civics won the day. To his great credit, Kevin Harrington eventually became our number one advocate.

Following the Second Board Meeting: Summer-Fall 1998

Anne Botteri met with Father Jonathan after the June board meeting and contacted me with great news. The board wanted to further study the project and asked me to return to the December 2008 board meeting with an update on the progress. The board also approved the \$50,000 we needed to get things going. This was significant news and very encouraging.

I walked into Dale's office (across the hall from mine) after the June board meeting and told him all about what had been happening, including the challenges, difficulties, and possibilities, based on the board meeting. I asked him if he had time to rejoin the project. He said that was very busy as pastor of his church and was in charge of an important program helping orphanages in Romania that required frequent trips there. As such, he still didn't want to commit to something that the board was unsure about. I told him that based on what Anne heard, the board was interested.

Dale told me that it could work this way: he could commit time to the institute project if he were appointed to be the first director, or perhaps the co-director with me, because that was the only thing his church elders would accept if he spent less time on Romania and other projects. We also agreed that I would be the politics department chair. His suggestion made a lot of sense to me. Dale is an incredibly gifted person, and the project needed his engagement. So, he and I agreed in principle to this arrangement, and then presented this plan to the administration for approval.

Gary Bouchard Is Appointed Executive Vice President in 1998

Gary Bouchard was appointed the executive vice president in July of 1998. I spent the summer in Paris and Lisbon, so Dale started to meet with Gary to bring him up to date on the project. When I returned to campus in August, Dale and I also met with him to discuss workload issues. Gary met with Father Peter, the academic dean, about securing a course releaser for Dale and me. Father Peter agreed to grant each of us two course release time per semester, which was very generous. He also authorized me to hire a new faculty member (non-tenure track) on a three-year contact to make up for the lost courses. I then hired a valued colleague from graduate school, who was a master-teacher, William (Bill) Gould from Georgetown University to teach our classes as Dale and I worked on the NHIOP.



EVP Gary Bouchard

It was all set: Dale and I would share the duties as cofounders of the NHIOP. We subsequently met with Gary to establish a long list of responsibilities for each of us. Once all of this was settled, Gary presented the plan to Father Jonathan, who approved it.



Gary Bouchard with Governor Bill Richardson (D, NM) in 2000

Gary Bouchard has perhaps become better known for his fantastic work in launching and directing the Gregory J. Grappone '04 Humanities Institute, but his start in institute creation was with the NHIOP concept.

Letting Senator Gregg Know about the Project

In the fall 1998 Anne Botteri had a brilliant idea. Louis Freeh, FBI director, was speaking on campus. She placed Dale at a table next to Senator Gregg in the Dining Hall, and they spoke loudly about the politics institute initiative. Later, a member of the senator's staff reached out to Anne and told her that the senator was interested in learning more about the project. That started a series of meetings between Father Jonathan, Anne, Dale, and Senator Gregg. Senator Gregg frequently asked Dale how we taught US government and told him that he hoped that we covered the founding documents and basic civics. Dale assured him that we did that, and much more. Senator Gregg was pleased with that response.

Dale had a lot on his plate during fall 1998. He continued his church work for orphans in Romania and travelled there quite a bit. He always returned with unbelievable adventure stories of driving with the American ambassador to hard-to-reach places to save children from human traffickers. When he was back in the United States, he was also able to travel to DC to advocate for the NHIOP.

We were trying to run some public programs that fall to introduce the new institute. I was also busy with my teaching duties and my administrative duties as department chair, and also with continuing to fine-tune the NHIOP proposal for Senator Gregg's office. The early days of the NHIOP were hectic.

Third Board Presentation Meeting: Paul Manuel and Dale Kuehne, December 1998

The board atmosphere was completely different at the December 1998 meeting. Things were looking great. Dale and I continued to report to the trustees at every meeting. Kevin Harrington became a supporter of the project. Other members of the board, including Chair Bob Weiler and members Bill Guerin and Lucy Flynn, also spoke in favor of the project, and later worked with me on the proposal.



Paul Manuel hosting an early 1999 public event in Cushing Hall with EJ Dionne of the Washington Post.

The institute project was starting to gain momentum. The board meeting went very well, and we planned a full slate of activities on campus to take place in Cushing Hall. We also identified possible foundations to support the project. Although the institute was really just a podium with a name on it at that time, we were making progress.

First Cancer Diagnosis of Dale Kuehne in 1998

Then the first major scare happened: Dale came into my office one cold morning in December of 1998 to tell me that he had been diagnosed with thyroid cancer. He needed treatment and could not be around people because of the radioactive medicine. He told me that he would be away for the next six to eight months. He had spoken to the NHIOP chief of staff, Heather Newman, and

she agreed to take care of institute events during his recovery. Dale also got permission from Abbot Matthew to spend some of his recovery time in the monastery, in an isolated space. Dale was out of commission and unable to participate on the NHIOP project during that time.

I had to quickly hire a faculty to teach Dale’s courses and found a wonderful young scholar from Boston College who was teaching at UNH Manchester named Despina Korovessis; she had a Ph.D. in American Government from Boston College. Despina was very popular with the students and remained at Saint Anselm for a few years before moving to Holy Cross for a teaching opportunity there. William Gould from Georgetown University also continued to teach in the politics department. He too was a favorite of the students and stayed with us from 1998 to 2001. He left for a dean’s position at Fordham University in New York in 2001. Kate White, a Ph.D. candidate at Boston University, also taught two courses per semester. Kate did a terrific job for us.

The spring of 1999 was a very scary time for Dale, his family, and all of us at Saint Anselm. The institute project just did not seem that important during this health scare.

The First Federal Grant: Fall 1999



Saint Anselm Crier Announcing the First NHIOP Grant

In Dale’s absence, Anne Botteri picked up where Dale had left off and travelled to Washington with Father Jonathan in the spring and summer of 1999. She reported back with the promising news that Senator Gregg had indicated his willingness to include a generous sum in the appropriations bill that fall. Senator Gregg enthusiastically offered to support this initiative given its emphasis on citizenship, democracy, and the common good.

Once Dale recovered, he was able to resume with the project that fall. Anne called Dale the “trail-mix” professor-protestant pastor from Minnesota; he had an engaging, sympathetic style. She was convinced that he could make the sales pitch to the senator. Anne usually accompanied him on his trips to Washington. Anne’s

assistant, Margaret Golden, was also deeply involved, providing time and insight. She also travelled with Dale on funding trips. Anne, Dale, and I met with Senator Gregg’s staff in the fall 1999 to review the NHIOP proposal one final time.



Dante Scala, Barbara Baudot, JoEllen Saeli and Paul Manuel, Celebrating the first NHIOP grant in 1999.

As chair of the Senate Appropriations subcommittee on Commerce, Justice and State, Senator Gregg secured almost \$14 million federal dollars for the development of the NHIOP. These funds were for both construction as well as programming and were included in the FY 2000, FY 2001, and FY 2002 federal budgets. Senator Gregg understood the project's potential benefits in terms of programming and civic education for the greater Manchester and Southern New Hampshire area.

V. 1999–2000: The NHIOP Project Heats Up

The \$2 million federal grant for the NHIOP was miraculous for Saint Anselm. That was the largest grant in the history of the college. The college community was absolutely stunned when the news of the first \$2 million grant arrived in fall 1999. The endowment of Saint Anselm was only around \$40 million then, so this kind of thing had never happened before. I served on the faculty senate when we got the grant, and the questions about how this happened were endless. People across campus were stunned, and my next meeting at the faculty senate was greeted by cheers and congratulations by my colleagues. It was an incredible time for the institute project and for Saint Anselm College.

Then the work really heated up. Along with a growing NHIOP staff, Heather Newman and Jane Daly, Dale and I planned institute activities. Bob Weiler, chair of the board, and board member Lucy Flynn were always available to support our work.

Institutionalizing the Promise: A White Paper for the Founding of the NHIOP

At that point, Gary Bouchard asked me to produce a new white paper document for the institute called “Institutionalizing the Promise: A White Paper for the Founding of the New Hampshire Institute of Politics.” I worked closely with Lucy Flynn from the board on that document, which examined the history of the teaching of civics and politics at other colleges and universities; discussed administrative needs; reviewed possible programming; and compared the NHIOP with other similar in states in the United States.

In the white paper, I wrote that “the NHIOP was founded and developed by diverse members of the Saint Anselm community. The motivations and objectives for the creation of the NHIOP – to teach and research citizenship and other political phenomena – are similar to those evident in the creation of institutes at other colleges in the United States. Several aspects of the NHIOP make it unique among other institutes. First and foremost is its location in New Hampshire – a state with a historically active and volatile political landscape, unusual even among New England states. Moreover, the NHIOP’s location at the very epicenter of the first-in-the-nation presidential primary, whose activity ceases only for about 20 months each four-year cycle, furnishes it a venue unique in the landscape of national politics. Finally, the NHIOP is one of the only political

institutes in America located at a four-year liberal arts college, as opposed to a university with the supporting infrastructure of graduate programs and research resources. As such, the NHIOP both relies upon and engages undergraduate students in a way unique among political institutes. Similarly, it faces the challenge of being founded and supported by institution whose physical, human, and fiscal resources are dramatically smaller than those universities that have typically founded such institutes.”

Gary had a great idea when he asked for this white paper because it set a benchmark for the project and allowed us to grow from there.

The NHIOP Faculty Advisory Board

At that point, Gary Bouchard asked Father Jonathan to appoint history professor Silvia Shannon to chair the first NHIOP faculty advisory committee. Her husband, Jim Shannon, had been a representative in the US House from Massachusetts, and Silvia had a deep understanding of the political process. Silvia also knew many people on Capitol Hill in Washington, DC. The NHIOP Faculty Advisory Board has since participated in all major decisions of the NHIOP, including the development of a faculty research grant program.



Professor Silvia Shannon

During that same time, Don Moreau, director of Physical Plant, and I headed up the construction team to prepare the former Crafts Brothers U.S. Army Reserve Center for use by the NHIOP. I retained my position as politics department chair and also assumed more important college-wide administrative responsibilities in order to build the NHIOP. I directly reported to the Gary Bouchard, the executive vice president for academic affairs and also to Father Peter, the academic dean. I managed a diverse list of responsibilities and deadlines on topics ranging from the



Professor Paul Manuel oversaw the design and construction of the NHIOP (1999–2001)

construction of the new facility to the establishment of the academic research center. In that role, I oversaw multi-million-dollar budget and worked closely with the architects from the Judge, Skelton and Smith Architectural Firm, located at 16 Joy Street on Beacon Hill in Boston, and with the Manchester-based Eckman Construction company.

I met with the architects and the construction team every Tuesday at 10 a.m. over a two-year period and participated in the academic design of the space (including a social science research building, a 100-seat reading room, faculty offices, state-of-the art classrooms, seminar rooms, a 250-seat auditorium, café,

and a television studio) and interior displays of the NHIOP. The result was a fantastic new facility, which is both beautiful and functional. I also supervised the politics department move-in from the basement of Gadbois Hall in the nursing building to the NHIOP. Along with the architects, I also supervised the purchase of all of the new furniture. The architects Steve Judge, (a member of the

Saint Anselm College class of 1969) and Jim Skelton, were incredible to work with. For example, Steve found the “Cold-War era” lounge furniture we have in the reading room. That furniture had been housed in Albert Einstein’s Institute for Advanced Study at Princeton at an antique furniture store at the Boston waterfront, in front of the Boston Tea Party Museum. Jim located the warm Italian tiles that adorn the walls in the hallway at a tile store in Boston. Jim and Steve presented their design for the facility at a few public events to members of the Saint Anselm community and were always very responsive with re-designs based on feedback.

The main architectural features of the NHIOP are as follows:

(1) We combined the Cold-War era elements of the building with the monastery to give the place a Benedictine feel and connect it to the main campus architecturally.

(2) Per the New Hampshire Historical Society, the window shape facing the road could not be altered -- it reflects a time when the building was part of the New Hampshire National Guard and was designed in a way reminiscent of the "duck and cover" mindset of the Cold War. There is a letter from them in the files somewhere;

(3) As mentioned above, some of the furniture in the NHIOP came from Albert Einstein's Institute for Advanced Study at Princeton, so that was a good connection with the Cold War. (See <https://www.ias.edu/>.) The furniture is in the reading room of the NHIOP on the way to the West Wing;

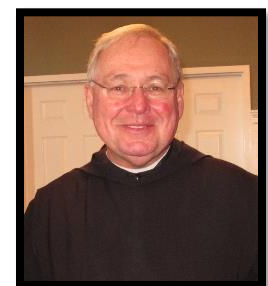
(4) The warm red-orange tiles were made in Italy; they connect the NHIOP to Saint Anselm himself, who was born in Aosta, Italy;

(5) The granite floor tiles are from New Hampshire;

(6) The color scheme resembles the Abbey, as do the wood screens in the facility;

(7) Walking through the NHIOP, you progress from the global (Hall of Flags) to the local (campaign posters, photos of candidates at Saint Anselm). It is designed to show the importance of politics in seeking common ground (Common Grounds Cafe), from the global to the local – per former Speaker of the House, Tip O’Neill, “all politics is local”;

(8) Father William Sullivan, OSB, an historian, returned to Saint Anselm from the Woodside Priory School in Portola Valley, California, a Benedictine institution, and assumed the duties of college archivist. He and I spent hours reviewing old photos for display in the new institute. Father William was a tremendous help to this work and was always someone we could talk to;



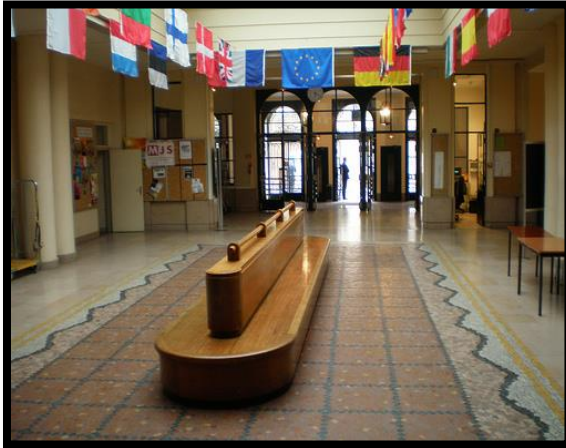
Father William, OSB

(9) I travelled to DC by Amtrak quite a bit from 1999 to 2006, and always stopped at a shop called “Political Americana” at Union Station. I also visited the headquarters of Corvis Photos in New York City and located some great photos of candidates visiting Saint Anselm, including Richard Nixon and Ronald Reagan. Many of these old political campaign posters that now hang in the Hall of Flags or in the hallways were purchased during those trips; and,

(10) In my conversations with the architects, I drew on my own experiences studying at the Institute of Politics in Paris. For instance, when we created the NHIOP Hall of Flags, we took the Hall of Flags at the *Institut d'Etudes Politiques* (Sciences-Po), Paris, as a model.

Hall of Flags at Sciences Po Paris

NHIOP Hall of Flags Version



Connecting pathway to the main campus

This one may be a bit of a stretch, but we actually referred to the famous steps at Montmartre, Paris, when we described what the connecting steps to the main campus might look like. We were trying to be imaginative!

The steps at Montmartre, Paris

The steps at the NHIOP



Second Cancer Scare: Cancer Recurrence of Dale Kuehne in 2001

Then, we learned of another bit of scary news: in January 2001, Dale came into my office to tell me that he had a recurrence of thyroid cancer, and he would be away from campus for the next six to eight months. Dale dealt with his illness with great courage, and his lengthy absence required the team to step up.

I would like to commend the first NHIOP chief of staff, Heather Newman, who played a critical role during and after Dale's illness, from 2000 to 2007. Heather stepped up when Dale was recovering and maintained institute programming and budget record-keeping. She did her work with a cheerful heart, and her contributions to the NHIOP were very much appreciated. This is the only photo I could find of her (on the left). Heather is wearing the pink blouse, next to students JoEllen Saeli, class of 2001 and Karen Kane, class of 2000. Heather departed Saint Anselm College to become a high school counselor in 2007 and was ably replaced by Ann Camann later that year.



Heather Newman is on the left of this photo, with JoEllen Saeli, '01 and Karen Kane, '00 (right) celebrating the first NHIOP grant in 1999

Dale's illness kept him away from the project for long periods of time in both 1999 and 2001. The team adjusted: Anne Botteri and Margaret Golden, along with Jim Flanagan, took care of the grants; Heather Newman ran the institute programs and managed the budget with the office of Father Mark; I managed the design and construction of the new facility with Donny Moreau, the architects, and the construction firm. It was not easy. But we managed.

Dale returned to the office in August 2000 just after we moved into the new facility. It was great fun giving him a tour of the place. It was like he had just woken up from a terrible nap and soaked in the possibilities of the new facility. I gave him a tour of the finished project when he was back, and his positive reaction was priceless.

A Lonely Phase of the Project

I enjoyed the construction phase of the project very much, but I remember it to have been particularly lonely. Anne was very busy with projects in the president's office, and Dale was off campus recovering from his surgery. I reported to Gary Bouchard and was always in touch with Donny Moreau and the construction team. I travelled to Beacon Hill a few times every week in 2000–01 to review plans with the architects. We talked about everything, from the color of the bricks to the Italian tiles that adorn the hallways, to the use of the academic and public spaces. It was a work of passion, but I was on my own. Dale was recovering from his cancer surgery and remained isolated from everyone, because of the radioactive isotope treatment. Anne Botteri did check in with me regularly. But this was a lonely phase for me.

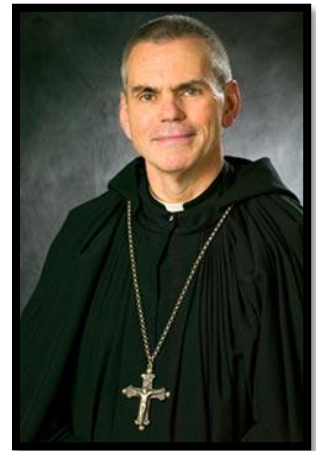


Paul Manuel during the NHIOP construction, 2000

I vividly recall Christmas week of 2000. I had to open the NHIOP on December 27 for an itinerate carpenter crew from Quebec who was doing finish work in the halls and rooms. As they worked, the wind howled, and the sounds of French Quebecois resonated in the quiet halls. I'll never forget that. During this time, I was also known for giving 'hard-hat' tours of the facility to prospective students, faculty, monks, and other interested persons. Jim Flanagan would ask me to give tours to prospective donors, and I was always happy to oblige. I gave tours to Representative Sununu, staff from Senator Gregg's office, possible donors, future students, and the entire monastic community.

I checked in with Abbot Matthew occasionally during the construction of the NHIOP, and he asked me to bury a medal of Saint Benedict into the NHIOP foundation. It's an old Catholic tradition. Saint Benedict medals are used in many ways, but always as a protection against evil. Some people bury them in the foundations of new buildings to keep them free from evil influences. I worked with the construction crew manager and had the medal placed in the new foundation, in front of the Common Ground Café.

Abbot Matthew blessed the Saint Benedict medal and then gave it to me to bury in the foundation. It is in front of the Common Ground Cafe of the NHIOP, by the mechanical room. The Saint Benedict medal offers a continual blessing for the NHIOP: "St. Benedict medals are used in many ways, but always as a protection against evil. Some people bury them in the foundations of new buildings to keep them free from evil influences, while others hang them on the wall or door of their homes."³ Abbot Matthew was the 4th abbot at Saint Anselm's Abbey and remained in that role for 26 years.



Abbot Matthew Leavy, OSB

Cost Overruns

The NHIOP construction project required a lot from the team. There were a lot of moving pieces, and it was sometimes overwhelming to manage everything. One quick story: I remember that we once faced a serious cost overrun, because two bills simultaneously arrived that were significantly higher than expected. One was from the design firm creating a beautiful display of political memorabilia for the Institute. A second bill from the IT department was higher than we had budgeted. I called the Manchester design firm as well as Dick Powell, the head of the IT department, asking for a reduction in these bills, but it was too late.

³ See <https://catholicexchange.com/spiritual-weapons-st-benedict-medal-2/>

Father Mark Cooper, the college treasurer, called me and Gary into his office to figure out what was going on. He was incredibly kind and supportive at the meeting. He was also justifiably concerned because the college was on the hook for more than we had planned. Both Father Mark and Gary helped me think through the cost issue and proposed different ways to solve the problem.

During that meeting, Father Mark asked me if more federal funding would be coming, and I responded affirmatively. As it turned out, the very next day a second miracle happened! Congress passed the 2001 appropriations bill that had allocated an additional \$4 million grant for the NHIOP, thanks to Senator Gregg. The additional funds easily covered all of our cost overruns, and the project was back on track. We never faced a similar situation again. There were, of course, many hiccups during this project, but the good leadership of the college administration helped us overcome the problems and kept us focused on getting the job done. From his participation on the original NHIOP study committee, and throughout the project, Father Mark always supported our work. He later became the 5th abbot of Saint Anselm's Abbey in 2012.

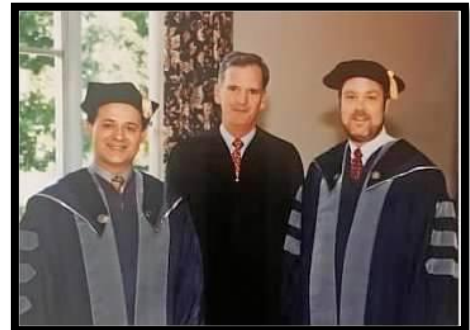


Abbot Mark Cooper, OSB

Open for Business! September 7, 2001

Friday, September 7, 2001, was an amazing early fall day! It was sunny with a pleasant cool breeze. Senator Gregg offered the keynote address at the academic convocation on the main campus, and Dale referenced Tocqueville's *Democracy in America* when he spoke about what we wanted to accomplish in the NHIOP – namely, to help cultivate an informed citizenry.

The college granted Senator Gregg an honorary degree in recognition of his remarkable support of the project at the September 7, 2001, official launching of the NHIOP. I remember that in his address, Senator Gregg offered the same advice that President John Adams had given to his son, President John Quincy Adams, when he told the audience, “Public business, my son, must always be done by somebody. If wise men decline, others will do it. If honest men refuse it, others will not.”⁴ Senator Gregg's observation perfectly captures the spirit and the hope of the NHIOP: we have an obligation to help students become informed, engaged, and generous citizens.



Manuel, Senator Gregg, Kuehne at the launching of the NHIOP on September 7, 2001

⁴ *Portraits Magazine*, Saint Anselm College, November 29, 2006. Retrieved May 16, 2022.



Manuel unveiling the NHIOP logo

Later, at the NHIOP, Kevin Harrington introduced me to the crowd, and I thanked all the people who helped to build the NHIOP. To his credit, Kevin spoke to me privately after the ceremony and said, with a huge smile, something like, “Paul, you were right about the NHIOP.” I always liked and respected Kevin Harrington. He later threw himself into the project and helped us develop civic education programs. Over the next few years, Kevin frequently met with Dale and me, and was occasionally accompanied by some of his associates from the University of Massachusetts at Boston who had also developed civic education programs. Kevin always showed up at the NHIOP

with a large coffee from Dunkin Donuts!

Celebrating the NHIOP: 5 years on! Saint Anselm College President’s Award in 2006

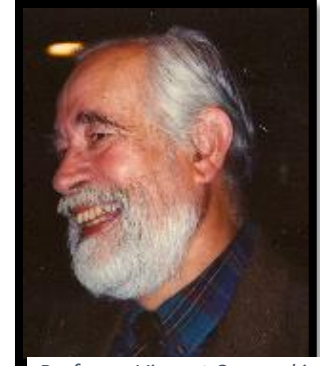
In recognition for our work toward the founding of the NHIOP, Anne, Dale, and I received the Saint Anselm College President’s Award in 2006. This great honor was very meaningful to us.



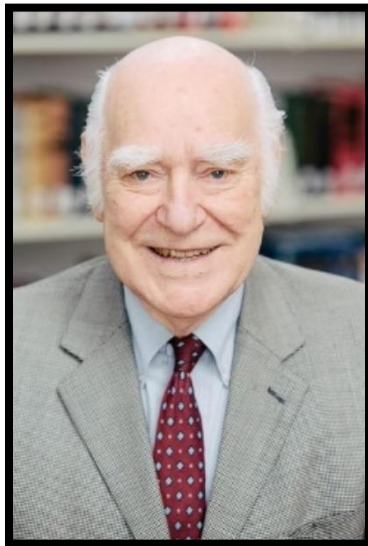
Dale Kuehne, Paul Manuel, Anne Botteri and Father Jonathan, OSB in 2006

The Growth of the Politics Department, 1960s-2022

Saint Anselm College’s own commitment to the teaching of politics has only been part its curriculum since the 1960s. For a time, former history professor Vincent J. Capowski was the sole person teaching political science at Saint Anselm, offering courses in American government and comparative politics. Capowski was a tremendous talent in the classroom, a master teacher, and so the students really learned a lot.

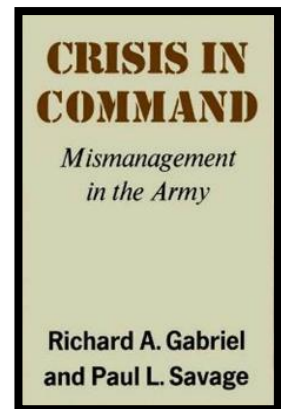


Professor Vincent Capowski

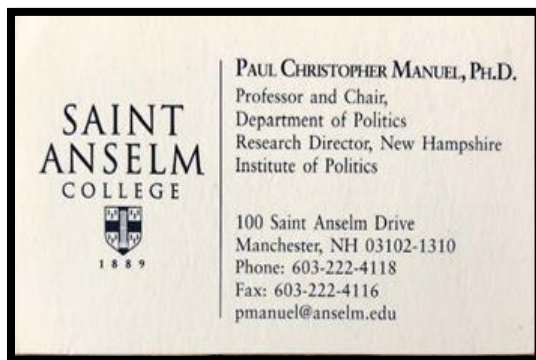


Professor Peter V. Sampo, founder of the Saint Anselm College Department of Politics

The College eventually decided to create a department of politics. In the 1960s, Saint Anselm hired Peter V. Sampo, a Ph.D. in political science from the University of Notre Dame. Sampo founded the department of politics. The department remained a two-faculty department until the 1990s. Dr. Sampo’s mark on the department is still present – he gave the department its Aristotelian name, “politics.” After he left Saint Anselm, Sampo co-founded the Thomas More College of Liberal Arts, with Dr. Mary Mumbach; and later, Sampo founded Magdalen College. After his departure, the department was re-constituted under Dr. Paul Savage, who held a Ph.D. in political science from the University of Massachusetts at Amherst. Savage served as politics department chair from 1968 until 1993. Dr. Savage was a retired career army intelligence officer and a coauthor, with department colleague Richard A. Gabriel, of *Crisis in Command: Mismanagement in the Army*. They focused many of the electives in the department curriculum on military studies.



For fifteen years (1993–2008), I had the great privilege of serving as chair



of the politics department, in which I also held a tenured faculty position. Father Peter hired me to be chair when I arrived on campus with my Ph.D. in Government from Georgetown University because Paul Savage had announced his plans to retire the year I was hired. I brought a strategic vision to this position and oversaw a period of strong departmental growth: student enrollment increased; new courses were adopted; tenure-track lines were added; and new academic programs were approved.

I developed assessment measures and participated in the preparation of three New England reaccreditation reports. I worked with faculty colleagues on new program development and implementation, including the addition of an international relations major and a public policy certificate program.

The politics department was really starting to grow in the 1990s. Brother Isaac Murphy, OSB, was working on his doctorate in political science from the University of Chicago at that time, and he started to teach one course per semester for us in 1998. Later, in 1999, we hired Dante Scala from the University of Chicago to teach state and local politics. He quickly became an expert on the New Hampshire Presidential Primary. We also hired Peter Josephson from the University of New Hampshire in 2001. Peter holds a Ph.D. in political science from Boston College and was teaching at the University of New Hampshire when Father Peter hired him; Father Augustine later hired Christine Kearney Gustafson from Brown University in 2003; and Jennifer Lucas from the University of Maryland-College Park in 2006. Subsequent hires include Christopher Galdieri (Ph.D., University of Minnesota); Erik Cleven (Ph.D., Purdue University); and Anne Holthoefer (Ph.D., University of Chicago).



Politics Faculty, in 2006 and 2018

I was named chair in 1993 and stayed in the role until 2008. Dale Kuehne served as chair during the 1998–1999 academic year when I was being considered for tenure. Barbara Baudot was department chair from 2008 to 2015; Peter Josephson and Jen Lucas have alternated that role since Barbara’s retirement in 2015.

An innovative civics education program, called Learning Liberty, was developed by politics professor Peter Josephson and philosophy professor Max Latona. That initiative received a generous outside grant to help members of the Saint Anselm Community (faculty, students, staff) have a nuanced conversation about what engaged citizenship in a liberal democracy means. It was just the beginning of what we could do at the NHIOP to teach and learn about civics. The high-quality scholarship produced by the politics department faculty, along with colleagues from other departments, is making significant contributions to the field of political science, American government, international relations, campaigns and elections, political thought, and other areas. Saint Anselm students have fantastic opportunities to learn from experts in the field. Their serious scholarship and contributions to the scholarly conversation is beyond even our wildest dreams when we first dreamt about the NHIOP.



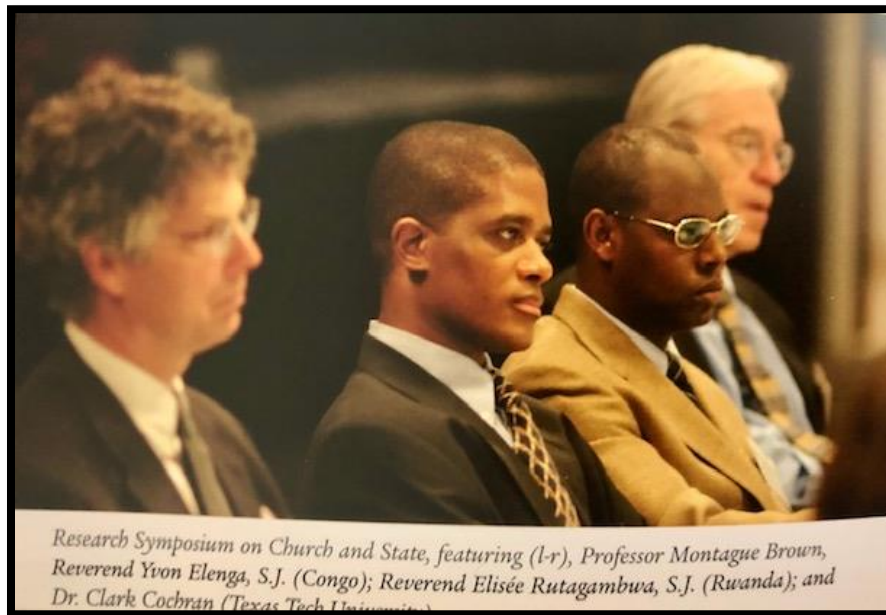
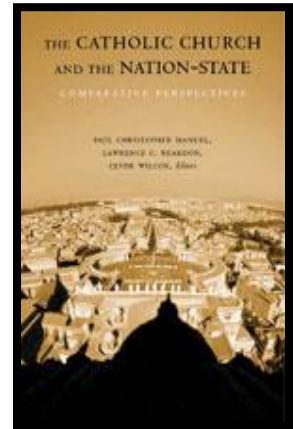
The Interdisciplinary NHIOP Research Center



NHIOP Research Faculty in 2006

I served as the NHIOP research director from 2001 to 2008. I was charged with creating a vibrant intellectual life for faculty and students. My responsibilities included articulating a vision of the academic/research component of the NHIOP, developing the academic programs that built on our strengths to achieve an active scholarly life, developing a plan to for conferences and other activities, and recruiting excellent researchers from all disciplines who could contribute to the intellectual life of the NHIOP.

To these ends, I worked with faculty and students from sixteen separate academic departments, advising them on research themes and projects, and monitoring the progress of the Research Center activities. I was also responsible for the Research Center budget, its four research modules, the Faculty Research Support Program, Research Center Publications, the working papers series, Research Symposia, and the NHIOP Visiting Scholar program. A 2004 signature event for the Research Center was the 2004 International Research Symposium, which that brought together political scientists, historians, theologians, and others. That symposium produced *The Catholic Church and the Nation State: Comparative Perspectives*, published in 2006 by Georgetown University Press.



VI. Key Supporting Faculty and Staff

Jim Flanagan as the New Director of Development in October 1998

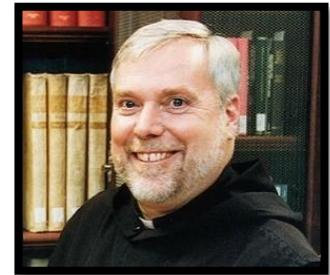


President Bush with Jim Flanagan in 2001

I would like to make a special mention to the great contributions Jim Flanagan made to the NHIOP project. He was hired by Saint Anselm a few years after we started the project, and once on board, he played a vital role helping us identify and secure project funding. I was serving on the faculty senate when Jim was hired. Several members of the faculty senate were uncomfortable with the institute proposal, and my job was to explain and defend the initiative. Jim attended a session of the faculty senate at that time. The NHIOP was a hot topic, and he and I managed to respond to many tough questions. The \$50,000 seed money was discussed; we reported to the senators that the board would only approve the final project if we were successful at raising outside funds. That response seemed to satisfy the faculty senate. I remember that Jim once invited me to make a presentation to donors in the John Hancock Observatory Room in Boston. That was an amazing event. Jim always kept Dale and me very busy; we ended up with over \$14 million in federal grants and another \$300,000 in private gifts.

Father John Fortin, OSB: A Great Friend of the NHIOP Project

Father John Fortin, OSB, of the Philosophy Department, had an office next to my office in the basement of Gadbois Hall from 1996 to 2001. He was always available to talk to and helped us quite a bit during the entire process. Dale, Barbara, and I called him the “unofficial pastor” of the politics department. Father John was a great friend to all of us as we built the NHIOP.



Rev. John Fortin, OSB

Father Augustine Kelly, OSB, Is the New Academic Dean in 2002

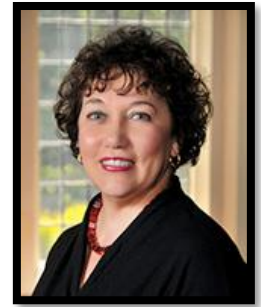


Father Augustine, OSB

Father Augustine replaced Father Peter as the new dean of the college in 2002. He continued to work closely with me to make sure that we had a sufficient number of faculty to cover our classes. Two of his notable politics hires were Christine Kearney Gustafson from Brown University in 2003 and Jennifer Lucas from the University of Maryland in 2006. Father Augustine was a huge supporter of our work in the NHIOP. It was a joy to work with him.

Marie George Is Appointed the New Executive Vice President in 2003

Marie George replaced Gary Bouchard as the executive vice president in 2003. She brought with her great academic administrative experience, with an eye for detail. She improved our assessment measures, our record-keeping, our budget management. She also did a masterful job negotiating with FOX news to use the Cushing Center and main academic quad for their base of operations during the 2004 and 2008 presidential primaries. Marie did an incredible job leveraging the NHIOP in order to advance the college’s national visibility. She was known for her great attention to detail, and our meetings were always very detailed and productive. Marie was a fantastic academic administrator.



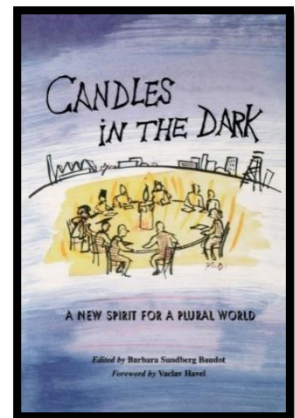
EVP Marie George

Professor Barbara Baudot



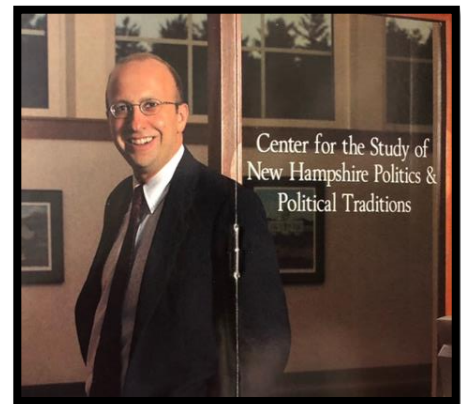
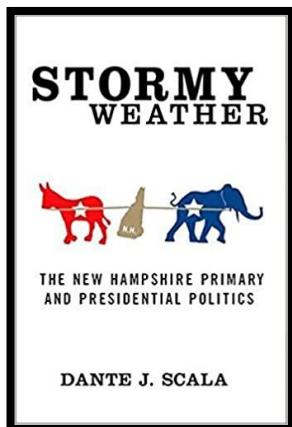
Professor Barbara Baudot with Governor Mitt Romney (R-MA)

Politics professor Barbara Baudot played a leading role in the creation of the Thomas Dodd Center for the Study of International Relations. Her creativity and commitment to students was unmatched. She was incredibly helpful to Dale and me as we devoted time to the NHIOP project by covering our classes and otherwise tending to department responsibilities. Barbara is also a prolific scholar and included students in her various research projects.



Professor Dante Scala

Dante was our first major hire as we launched the NHIOP. He arrived at Saint Anselm College in 1999 with a Ph.D. in American Government from the University of Chicago, with a research interest in tax policy. New Hampshire seemed to be the perfect landing spot for him given the state’s policy focus on no income tax. Dante soon became interested in the New Hampshire Presidential Primary, and interviewed people from all over New Hampshire, from the media and from many campaigns as he did research for his important book called *Stormy Weather: The New Hampshire Primary and Presidential Politics* (Palgrave, 2004).



Professor Dante Scala

Dante Scala was recognized as a scholar who understood New Hampshire state politics and became our go-to media specialist. Dante was also a committed scholar-teacher and worked with Peter Josephson to improve our politics capstone sequence by moving the research methods class to the fall semester of the senior year, immediately followed by the writing of a senior thesis. This has now become a signature program in the department of politics, and Saint Anselm politics students routinely present their work at academic conferences, including at the annual meeting of the New England Political Science Association.

Supporting NHIOP Research Center Faculty

Many faculty participated in the life of the research center. Among these, psychology professor Elizabeth Ossoff played a critical role in the launching of the NHIOP Research Center. She always provided valuable advice and was took the time out of her busy schedule to help build the intellectual life of the NHIOP.



Professor Liz Ossoff

Her research focused on the psychology of politics, media, and gender. In her role as director of the Jeanne D. Smith Center for the Study of American Democracy and Citizenship at the NHIOP, she organized many events, including book groups and sponsored student research projects. One of her notable accomplishments was the creation the National Education for Women (NEW) Leadership New England summer institute at the NHIOP, which was held every June for ten years.



Professor Elaine Rizzo

Elaine Rizzo brought the study of law and justice to the institute programs and participated in many institute programs.

English professor Bindu Malieckal was the director for the study of religion and public life. Her many programs and book groups were always very well attended.



Professor Bindu Malieckal



Professor Michael Dupre

Mike Dupree was a professor of sociology and former department chair. His expertise was in research methods and political sociology. He was appointed a senior research fellow at the NHIOP in 2007 and oversaw our first presidential poll in 2007, working with a survey research firm in New York City. The high quality of our first poll was noted by the national media and other political observers.

The First Research Center/Faculty Administrative Assistant: Lorie Cochran

In 2001, I hired Lori Cochran from the Dana Center, where she had worked since 1992. I had to get special permission to hire Lori from Sam Allen, her boss there. Lori became a vital part of the NHIOP from 2001 until her retirement in 2021. At first, she was the faculty administrative assistant in the research center, and eventually moved to a full-time supporting role in the NHIOP administration.



Lorie Cochran with Anne Marie Cammisa and daughter Maria Manuel in 2002

Lori did everything, from working with students and coordinating the Kevin Harrington Ambassador program to greeting presidential candidates and setting up events, big

and small. She also accompanied students on trips to DC.

During her 20 years at the NHIOP, Lorie was one of the most reliable and committed employee one could ever hope for. I would even say that Lorie became the very face of the NHIOP in the eyes of generations of Saint Anselm College students.



Senator Chris Dodd (D, CT) and Lorie Cochran in Washington, DC

The First NHIOP Deputy Director: Ann Camann

Anne Botteri hired Ann Camann in February of 2007 to be the new operations and program manager of the NHIOP. She worked with me from June 2007 to July 2008, with Dale Kuehne from July 2008 to July 2009, and with Neil Levesque since August 2009. Anne has played a major role in managing institute resources, planning, and executing institute programs, and ensuring that reports and budgets have been completed in a timely manner. She currently assists the executive director with strategic planning and coordination of the NHIOP programs and projects to ensure smooth operations and performance.



NHIOP Deputy Director Ann Camann

Over the past 15 years, Ann has played a crucial role in helping the NHIOP fulfill its mission to educate citizens. Her tireless dedication to the institute and its programs has been a critical factor in the success of the NHIOP. She represents the NHIOP to especially political campaigns and media representatives in Washington, DC, who have reached out to her to schedule events at the NHIOP since 2007.

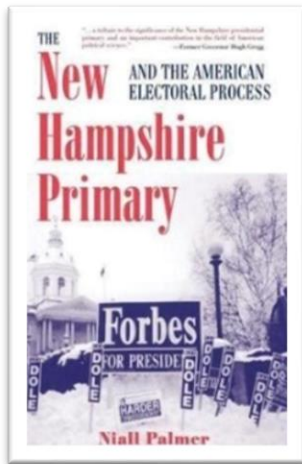
The 2007–2008 Presidential Primary

In 2007, we faced a challenge because our expert on the New Hampshire primary, Dante Scala, had been hired away from us by the University of New Hampshire. The Politics Department decided to replace Dante with my wife, Anne Marie Cammisa, an expert on American politics, from Suffolk University in Boston. She became the director of the Research Center on New Hampshire Politics and Political Traditions.



EJ Dionne, Anne Marie Cammisa and Niall Palmer in 2008

I also arranged for three visiting scholars during the primary: British academic Neill Palmer, EJ Dionne of the *Washington Post*, and John Carr from the US Catholic Conference were in-residence fellows during the primary. Palmer became friends with New Hampshire Secretary of State Bill Gardner when he wrote his acclaimed work, *The New Hampshire Primary and The American Electoral Process*. They met with students and were available to meet with the local media. With that, we were ready for an exciting 2007–2008 primary.



I worked closely with Jennifer Donahue, who served as the NHIO Political Director in 2007–2010. Jennifer arranged for much media coverage of our events, including C-SPAN.

We ran a series of research seminars for visiting graduate and undergraduate students, as well as for groups of senior 'life-long' learners, interested in and studying campaigns and elections, the American presidential selection process, and American politics in general. These research seminars consisted of faculty and Washington-based policy experts sharing and exchanging campaign stories, insights and ideas with our students and fellows. After the successful primary season, Jennifer was appointed as a visiting fellow at the Institute of Politics at the Kennedy School of Government at Harvard University in the fall of 2008.



NHIO Political Director Jennifer Donahue

VII. The NHIOP Executive Directors

1999- 2002: First NHIOP Director: Dale Kuehne



Professor Dale Kuehne

With a clean bill of health, Dale immediately stated to work on the development of civic education programs. He frequently traveled to Boston to meet with Kevin Harrington and also to Washington, DC to meet with the Pew Foundation, with pollster Peter Hart, and many other contacts. Heather Newman and Jane Daly worked to launch our first speaker series and other events.

Under Dale Kuehne's leadership, the NHIOP hired a staff, increased presidential primary activity at Saint Anselm College to an unprecedented level, ran a successful distinguished speaker's series, secured additional federal funding, and developed a civic education program.

In December 2001, Dale announced by e-mail to Father Jonathan, Gary Bouchard, and the rest of the leadership team that he needed to step away from his role as executive director of the NHIOP. He was simply exhausted from the recurrence of his cancer and needed time to recuperate. The college administration immediately launched a national search, and hundreds of applications were received.

2003–2007: Second NHIOP Director: Anne Botteri

Anne Botteri, who founded the institute with Dale and me, was selected to be the second executive director of the NHIOP after a national search. Gary Bouchard stepped down as EVP in 2002, and Marie George was hired to replace him. Anne reported to Marie.

Anne brought a great deal of professionalism to the office operations, with an eye on expanding the national visibility of Saint Anselm College. Anne was a creative and innovative leader: under her administration, the Albert Gordon Student Scholarship and Kevin Harrington Student Ambassador programs were launched.



Anne Botteri

The 2004 presidential primary was unlike any event we had ever experienced – there was constant activity and press. Anne hired Victoria Harnish to head up communications; Jennifer Donahue to be the political director; Dean Spiliotes to be the research director, and Mica Stark to be the director of civic education. There were several support staff as well, including Heather Newman as chief of staff and Jane Daly as office manager.

Under Anne Botteri's leadership, the NHIOP was always in the local and national news. Dean and Mica produced the first-ever New Hampshire civic values survey and presented the results at venues across New Hampshire. They also established an award for civic engagement and awarded schools and other institutions in New Hampshire engaged in civic education and service. It was a remarkable time of growth. Unfortunately, Anne Botteri fell very sick during a trip to Peru in the summer of 2007. She had emergency surgery and needed time to recuperate. Father Jonathan called

me into his office and asked me to become the third executive director of the NHIOP. A few days before that meeting, Father Jonathan had also appointed me to be the campus chair of the college accreditation with the New England. Those were hectic days: I accepted the appointment as NHIOP executive director.

2007–2008: Third NHIOP Director: Paul Manuel

I was especially fortunate to lead the NHIOP as its executive director during the 2007–08 New Hampshire Presidential Primary. I appeared on many news outlets in 2007 and 2008, including



Professor Paul Manuel

BBC, CNN, CBS, ABC, FOX, on the NH Primary, 2008. I had the most fun on a C-SPAN call-in show, when I discussed the history of the New Hampshire Presidential Primary with callers (January 3, 2008). Marie George told me that my specific responsibilities as the third NHIOP executive director included the creation and oversight of a variety of interdisciplinary academic teaching programs. I therefore launched faculty and student research support programs; a film series; a speaker series; and a working paper series.

With retired sociology professor and NHIOP senior research fellow Michael Dupre, we also launched the NHIOP Survey Research Center in 2007 and released our first poll in advance of the 2008 presidential primary. That poll was conducted in association with a firm in New York City and was very well received. The success of the NHIOP is clearly reflected in the success of our students and faculty. The visibility we received in 2008 opened up new professional opportunities for me in Washington, DC. So, after I moved to Washington, DC, Dale Kuehne filled in as NHIOP executive director from 2008–09.

2009-Present: Fourth NHIOP Director: Neil Levesque

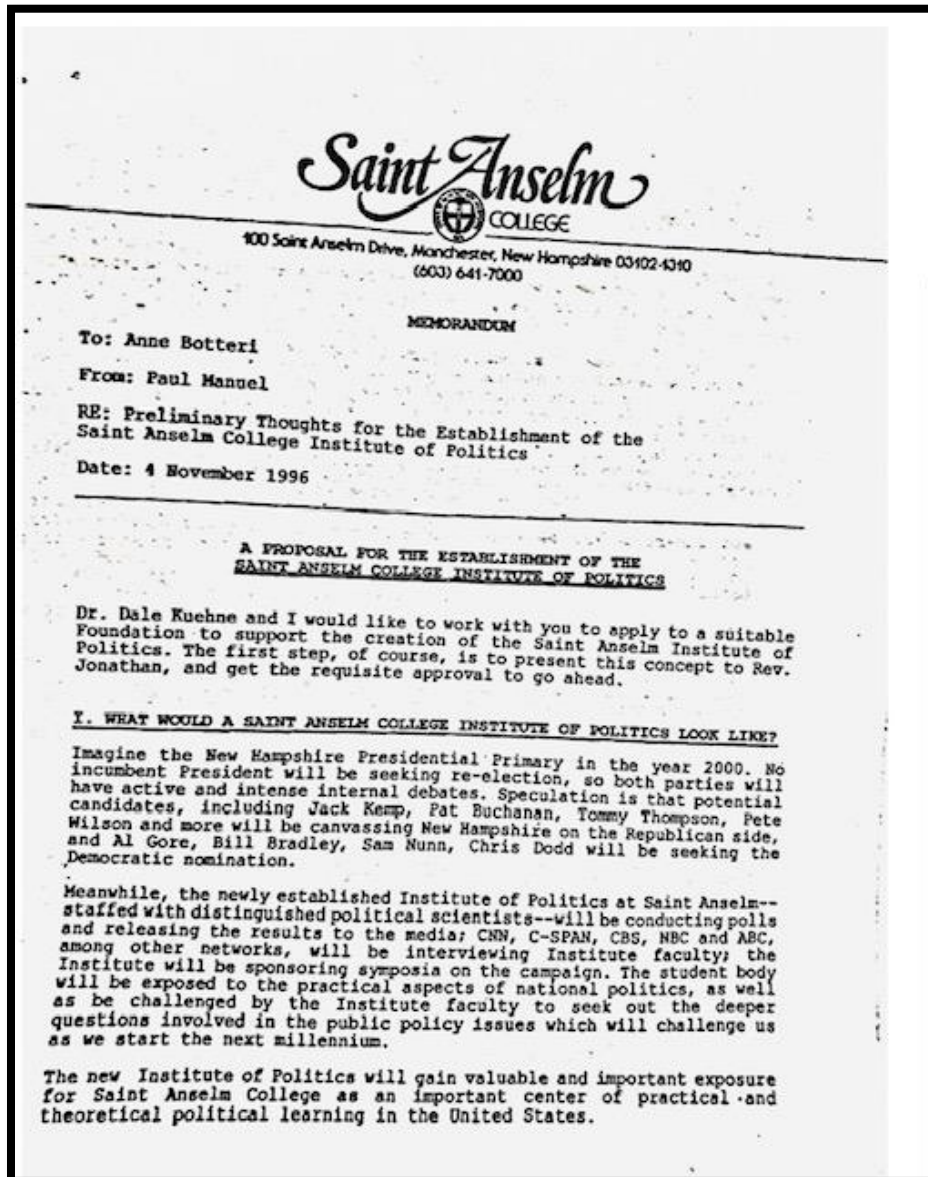
Following a national search, Father Jonathan appointed Neil Levesque to be the fourth executive director of the NHIOP. Neil brought a unique skillset to the position: he is the first director to be from New Hampshire (Dale is from Minnesota, Anne and I are from Massachusetts). Neil has a deep knowledge of New Hampshire political life, having worked on congressional campaigns, and otherwise been involved in state politics.

Over the last decade, Neil made huge contributions to the NHIOP: for instance, he brought both the New Hampshire Political Library from Concord and the New England Council “Politics and Eggs” breakfast, with Jim Brett, to the NHIOP. He also ran hundreds of successful primary events in 2010, 2012, 2016 and 2020. Neil also oversaw the renovation of the Research Center building to create the “West Wing,” providing more open space for meetings and small events. The NHIOP is in very good hands as it faces the future and remembers its past.



Neil Levesque

IX. Appendices



First Memo in 1996 about the NHIOIP from Paul Manuel to Anne Botteri

16 April 1997

To: Father Jonathan

From: Anne Botteri

Re: Political Ambitions (no, not mine)

Following up on a conversation I had yesterday with Paul Manuel, I am writing to request that you appoint a committee to investigate and hopefully advance the potential for creating a Saint Anselm Institute of Politics.

Recently it has been brought to my attention that before we go off taking over buildings we don't yet own, installing satellite dishes, dreaming of endowed professorships and ordering carpeting for NBC's satellite office, we should at the very least run this through channels. So, as much as it goes against everything I believe in, I am humbly and respectfully asking you to create a such a committee. I promise never to do it again.

Suggested appointments to this Committee would be Paul Manuel and Dale Kuehne (for the department), Todd Emmons (for resources and reality), Joe Constance (for collections and creativity), Kathy McLaughlin (for models of ivy league excellence), me (for keeping the President intrigued), and Bob Sullivan (for keeping me under control).

Let me know what you think.



100 Saint Anselm Drive, Manchester, New Hampshire 03102-1310
(603) 641-7000

FATHER JONATHAN APPOINTS AN AD HOC COMMITTEE TO STUDY POLITICS INITIATIVE

In accordance with the College's just completed strategic plan, Father Jonathan has appointed an ad hoc committee to study the feasibility of creating a Saint Anselm College Institute of Politics, which could serve as the College's centralized forum for all of the political activity which surrounds the New Hampshire presidential primary. For many years Saint Anselm College has enjoyed ready made access to national political candidates and personalities because of its location in the first in the nation primary state. Several presidential hopefuls for the 2000 elections have already visited New Hampshire and have requested the use of our speaking facilities. Over the years, the College has tried to make its resources available to presidential hopefuls--the new Institute could help the College maximize these opportunities. Dr. Paul C. Manuel will chair the committee. Its members include Ms. Anne Botteri, Mr. Joseph Constance, Rev. Mark Cooper, O.S.B., Dr. Dale Kuehne, Dr. Elizabeth Rivet, and Robert Vachon. Father Jonathan has asked the committee to submit a preliminary report by November 15, 1997.

Saint Anselm



COLLEGE

100 Saint Anselm Drive, Manchester, New Hampshire 03102-1010
(603) 641-7000

Institute of Politics Study Committee

Dr. Paul Manuel - Chairperson

	<u>P.O. Box</u>	<u>Phone Ext.</u>
Dr. Paul Manuel Department of Politics	1663	7114
Ms. Anne Botteri Director of Foundations and Corporate Relations	1738	7211
Mr. Joseph Constance Librarian <i>487-3163</i>	1746	7365
Rev. Mark Cooper, O.S.B. Treasurer	1733	7100
Prof. Dale Kuehne Department of Politics	1668	7264
Dr. Elizabeth Rivet Executive Director - Information Technology	1711A	7850 <i>7266 / 7350</i>
Prof. Joseph Spoerl Department of Philosophy	1684	7495
Mr. Robert Vachon Assistant Director - Physical Plant	1740	7350
Ms. Catherine A. McLaughlin Institute of Politics JFK School of Government 79 JFK Street Cambridge, MA 02138	617-495-1360 Fax: 617-495-1364	

Members of the NHIOP Study Committee



100 Saint Anselm Drive, Manchester, New Hampshire 03102-1310
(603) 641-7000

MEMORANDUM

To: Members of the Institute of Politics Study Committee
(Anne Botteri, Joseph Constance, Rev. Mark Cooper, O.S.B.,
Dale Kuehne, Elizabeth Rivet, Joseph Spoerl, and Robert Vachon)

From: Paul C. Manuel, Chairperson of the Committee

Re: Meeting Time

Date: 2 September 1997

Our first meeting will take place on Monday, September 8, 1997 at 1 PM in the Alumni Conference Meeting Room. If you have a scheduling conflict, please let me know.

We will discuss the preparation of the preliminary report for the creation of the Saint Anselm College Institute of Politics. This report, as Rev. Jonathan mentioned in his memo creating this committee, is due no later than November 15, 1997.

I look forward to seeing all of you on Monday.

Institute of Politics Study Committee
Agenda for 8 September 1997 Meeting

Committee Members:

Dr. Paul Manuel, Department of Politics and Committee Chair
Ms. Anne Botteri, Director of Foundations and Corporate Relations
Mr. Joseph Constance, College Librarian
Rev. Mark Cooper, O.S.B., College Treasurer
Dr. Dale Kuehne, Department of Politics
Ms. Catherine McLaughlin ('83), Deputy Director, Institute of Politics,
JFK School of Government, Cambridge, Massachusetts
Dr. Elizabeth River, Executive Director - Information Technology
Dr. Joseph Spoerl, Department of Philosophy
Mr. Robert Vachon, Assistant Director - Physical Plant

I. The Concept

- National Political candidates/first in the nation primary
- Saint Anselm tracking polls/great exposure
- Anselmian in character/candidate forums on ethics and politics
- the development of a Saint Anselm Journal on Ethics and Politics

II. The Opportunities

- National exposure/enhanced profile
- Expand student base/marketing
- Participate in an important political event

III. The Report

- It is due 15 November 1997
- Issues to be covered:

- (1) the concept, proposed mission, and relevance of such as Institute (Dale, Joe Spoerl, Cathy, Paul)
- (2) how such an Institute could be uniquely Anselmian in character (Dale, Joe Spoerl, Paul)
- (3) how such an Institute could impact course offerings and faculty development and existing needs of the politics department, including new faculty slots, a distinguished fellows program, new courses, a polling center (Dale, Cathy, Paul)
- (4) whether or not such an Institute could provide alternative revenue sources for the College (Anne, Father Mark, Cathy, Paul)
- (5) technology requirements for possible computer room, web page, links to other politics sources, links to Congress, links to news sources, satellite links, television links, radio links (Liz, Paul)
- (6) library requirements for reading room/politics library, including journals, books, computer links to Library of Congress, (Joe Constance, Dale, Paul)
- (7) requirements for physical and financial resources, including location, faculty offices, conference rooms, reading room/ politics library, computer room, auditorium (Father Mark, Bob, Paul)
- (8) identification of funding sources, budget and timetable (Anne, Father Mark, Paul)

IV. Agenda and Time of our Next Meeting

Could drafts (on disk) of each section be sent to me at box 1663 by Thursday, 16 October 1997? I will assemble the report and send it to all of you the next week; we can discuss the draft at our second meeting.
Can everyone meet on Monday 28 October 1997 at 1PM?

Saint Anselm



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(603) 641-7000

September 17, 1997

To: Dr. Paul Manuel, Chair
Institute of Politics Study Committee/
From: Liz Rivet, Information Technology *LJR*
Re: Technology requirements proposed for the Institute

Paul, we still have a lot of unknowns, but maybe the following information will be useful. I'll be happy to meet with you, to fine-tune the projected needs for the Institute and to help envision special technical capabilities for the Institute that would enhance its purposes. Please consider this as my "first draft," as I'm sure that it will need a good deal of revision as the Institute plans take shape.

Among the ideas we discussed were a Survey Center, an Internet presence, and highest level multimedia and broadcasting capabilities. Each of these areas are detailed below, along with some issues regarding technology support that we will need to address in our planning. For instance, it is important that we successfully accommodate the growing technological sophistication of students, faculty and others who will participate in the Institute. In particular, the level of the College's institutional technical support, such as our current media facilities, equipment, and staffing, would be, I suspect, inadequate to support the needs of the Institute. The eventual inclusion of emerging media capabilities should early on be part of the planning process.

The Institute should accommodate a wide variety of software and hardware beyond what is common to our College campus. Visitors and guests of the Institute may likely arrive with computers and software of their own, and they will need capabilities such as Exchangeable Document Interface (EDI) software to translate computer documents between various software products. Virus protection will be critical to this environment as well. Likewise, interconnects to our campus network, projection capabilities, and hardware peripherals should be planned to accommodate multiple types of systems - particularly if we envision foreign visitors.

So that we could start listing some technology needs of the Institute, I made the assumption that the Institute would include the following kinds of facilities

Memo from IT director Liz Rivet to Paul Manuel

MEMORANDUM

To: Joe Spoerl and Dale Kuehne

From: Paul Manuel

RE: Preliminary Thoughts for the Mission of the
Saint Anselm College Institute of Politics

Date: 29 September 1997

Joe and Dale:

These are just some ideas. Let me know what you think.

1997 Memo from Paul Manuel to Joe Spoerl and Dale Kuehne

Saint Anselm

COLLEGE

100 Saint Anselm Drive, Manchester, New Hampshire 03102-1310
(603) 641-7000

MEMORANDUM

To: Members of the Institute of Politics Study Committee
(Anne Bottari, Joseph Constance, Rev. Mark Cooper, O.S.B.,
Dale Kuehne, Elizabeth Rivet, Joseph Spoerl, and Robert Vachon)

From: Paul C. Manuel, Chairperson of the Committee *PCM*

Re: Meeting Time for our Second Meeting and the Preliminary Report

Date: 2 October 1997

Attached please find the first draft of the preliminary report for the creation of an Institute of Politics (IOP) at Saint Anselm College. We will discuss this report at our second meeting, which will take place on Monday 6 October 1997 at 1 PM in the Alumni Conference Meeting Room. If you have a scheduling conflict, please let me know.

Taken as a whole, the preliminary report suggests that there are at least nine key issues which we, as a committee, need to explore. Very schematically, these are:

Issue 1. The Relationship between the IOP and Saint Anselm College.

subissues: The IOP will be under governing board, with its own advisory council; IOP must maintain a neutral position on political issues of the day so to remain open to all sides. (At the same time, an IOP study group on ethics and politics may focus its inquiry on some of the important ethical issues?) What will we call this Institute? the IOP at Saint Anselm College? (i.e. the Dana Center at Saint Anselm College?)
The mission statement of the IOP

Issue 2. The creation of a budget line for the IOP

subissues: A modest budget line is needed to start operations as soon as possible. Preliminary requirements are for an administrative assistant; office supplies; fax and copy machine; reduced teaching load next year (one course) for faculty who devote time to get the IOP off the ground.

Issue 3. The Identification of Funding Sources

subissues: Should we go after a series of small grants/ one large donor? timetable. Once identified, should we invite the potential donors to a political event on campus?

Issue 4. The Location of the IOP

subissues: Preliminary facilities for the IOP could be the former location of the Psychology department at Davison. We could open the institute there as soon as approval is given for the concept. The advantage of this location is threefold: First, the location is available, and the IOP could be established there at minimal cost; second, operations could begin immediately and it would quickly become a dynamic center; third, it would help fund-raising efforts because we could bring potential donors down to the facility and actually see how it is functioning--not just be presented with a concept of how it might function.

2 October 1997 Memo from Paul Manuel about the first draft of the NHIOP report



100 Saint Anselm Drive, Manchester, New Hampshire 03102-1310
(603) 641-7000

MEMORANDUM

To: Members of the Institute of Politics Study Committee
(Anne Botteri, Joseph Constance, Rev. Mark Cooper, O.S.B.,
Dale Kuehne, Elizabeth Rivet, Joseph Spoerl, and Robert Vachon)

From: Paul C. Manuel, Chair of the Committee PCM

Re: The Report for the Creation of an Institute of Politics at
Saint Anselm College

Date: 31 October 1997

Attached please find the final version of the report for the
creation of an Institute of Politics (IOP) at Saint Anselm
College, as well as a copy of the letter I sent to Father
Jonathan accompanying the report.

Thanks to all of you for participating on this Committee.
If all goes well, maybe we will get a chance to implement the
Institute of Politics concept next year!

A PROPOSAL FOR THE CREATION OF AN

INSTITUTE OF POLITICS

AT

SAINT ANSELM COLLEGE

Submitted by

the President's Ad Hoc Study Committee for the
Creation of an Institute of Politics at Saint Anselm College

31 October 1997

I. Executive Summary

This report is the result of a collaboration by the members of the President's Ad Hoc Study Committee for the Creation of an Institute of Politics at Saint Anselm College in the Fall of 1997. Appointed by Father Jonathan, O.S.B., President of the College, the committee was guided by the following directives:

- (1) to implement Objective 1.5 of the Saint Anselm College Five Year Plan, namely, *"to charge the Politics Department to develop an annual program to take advantage of New Hampshire's unique situation in the political arena,"*
- (2) to enhance the civic educational opportunities for our students,
- (3) to address existing needs of the politics department,
- (4) to expand opportunities for faculty development,
- (5) to ensure that the Institute is Anselmian in character, and
- (6) to identify outside revenue sources to fund future Institute programs.

The committee believes that these directives can be realized through the formation of a new and unique academic center at Saint Anselm College: an academic center committed to connecting the ethical dimensions of political life and discourse with the academic curriculum of the College. Specifically, we make the following ten recommendations:

- (1) that an institute be formed, and tentatively be called *"The Institute of Politics at Saint Anselm College, (IOPSAC)"*,
- (2) that it be incorporated as an independent entity under the governing structure of Saint Anselm College, with its own director and budget, and will function with its own advisory council. The IOPSAC director will be responsible to the President of the College and to the Governing Board. The IOPSAC will always maintain a neutral position on political issues of the day so to remain open to all sides,
- (3) that the Institute have its own facilities, including offices for faculty and staff, a reference library, a high-tech/computer room, a conference room, a large speaking facility, and a broadcast center,
- (4) that an Institute of Politics web page be created and continuously updated with news of and from the Institute,
- (5) that a survey/research center be created, complete with a phone bank and computers, so that the IOPSAC can conduct state-wide polls.

(6) that we investigate the possibility of (a) reviving WSAC (in conjunction with New Hampshire Public Radio/NPR) and (b) creating a cable TV station at the Institute so that political roundtables which take place at the IOPSAC are broadcast to local and national audiences,

(7) that the IOPSAC establish a New Hampshire Primary Fellows Program. Such a program would enable scholars to be in residence at the IOPSAC for a semester or a year. During that time they would be afforded the opportunity to do their own research in New Hampshire. In exchange, they would teach courses, give lectures, and otherwise contribute to the life of the Institute and the College,

(8) that an IOPSAC student advisory body be established, so that students will take an active and leading role in the formation and development of the Institute,

(9) that, in conjunction with the Department of Politics, the IOPSAC develop and teach courses related to American government, campaigns and elections, and the Presidency. The IOPSAC should also explore ways that it can integrate international political issues into its programming,

(10) that Saint Anselm College take advantage of existing opportunities to get the IOPSAC up and running by 1 January 1998. We envision a starting operating budget of \$50,000. At that point we recommend that outside funding sources be identified, and that the precise name of the center be left open to provide maximum flexibility to the development program.

Each of these recommendations are detailed in the report*. The members of the President's Ad Hoc Study Committee for the Creation of an Institute of Politics at Saint Anselm College are:

Paul C. Manuel, Committee Chair and Associate Professor and Chair, Department of Politics
Anne Botteri, Associate Director of Development
Joseph Constance, College Librarian
Rev. Mark Cooper, O.S.B., Treasurer
Dale S. Kuehne, Assistant Professor, Department of Politics
Catherine McLaughlin, ('83), Deputy Director, Institute of Politics, Kennedy School
of Government, Harvard University
Elizabeth A. Rivet, Executive Director of Information Technology
Joseph S. Spoerl, Associate Professor, Department of Philosophy
Robert P. Vachon, Associate Director of Physical Plant

*The Committee wishes to express a special note of thanks to Catherine McLaughlin for her valuable advice and insight in preparing this report. She hosted a meeting for the Committee at the Institute of Politics at the Kenedy School of Government of Harvard University, where she serves as Deputy Director. At that meeting Cathy willingly shared her experiences and afforded Committee members the opportunity to see the dynamic life of the existing IOP.

**A Proposal To Create a Saint Anselm Initiative
on the Teaching and Transmission of Civic
Values in Undergraduate Education**

Submitted for Review
at the June 1998 meeting
of the
Saint Anselm College
Board of Trustees
by
The Department of Politics
and
The Office of College Advancement

Revised NHIOP Proposal, June 1998

Two key problems.

1. Our focus is, and should be, teaching. We have had to turn down many appearances on the media when there were scheduling conflicts.
2. Our purpose is academic. The political world is too often a horse race, and/or a beauty contest. How can we connect these two disparate worlds? How to connect the political world with the deeper issues related to democracy and citizenship?

The development of some solutions.

- 1) During the self-study presentation to the board of trustees in December, 1995, the board strongly encouraged us to focus our efforts on the teaching of civics--that is, to transmit the necessary lessons so that our students could be educated citizens in our democracy
- 2) In October of 1996, Dale Kuehne and I approached Anne Botteri with our idea to try and tap into the opportunity afforded by the presidential primary.
- 3) In June of 1997, Father Jonathan appointed an Ad Hoc Committee to study the possibility of establishing an Institute of Politics on campus, with me as chair.
- 4) In December of 1997, we presented our first draft report to the Board of Trustees. We were asked to revise and re-submit the proposal. (With more focus, to be more specific)
- 5) In the Spring of 1998, we hired a consultant who helped us with the thinking and development of the current proposal.

II. WHERE WE ARE

The report you have read is the product of these deliberations. In sum, it seeks

to harmonize our vision for a center for the study of democracy and citizenship with the catholic and benedictine identity of Saint Anselm College,

Our ~~the~~ vehicle for that goal is to link to clearly build upon the Saint Anselm College 5 year plan.

We found an answer with objective 5.1, which states that the Politics Department is to develop an annual program to take advantage of New Hampshire's unique situation in the political arena.

We see this charge as both a chance for increased visibility for the College as well as an opportunity for teaching civics to our students, and enhanced faculty development opportunities.

III. WHERE SHOULD WE GO FROM HERE?

So, simply put, what do we want and need to accomplish these objectives?

Most important, we would like the Board of Trustees and the Governing Board to give us permission to go forward. Once we are given that permission, we will:

1. Conduct a year long study of the precise focus, nature and scope of an Institute for the Study of Democracy and ^{Civic Values} Citizenship
2. Approach outside funding sources to secure the necessary funding for the Institute *(Anne Botteri will direct that)*
3. Establish the Institute's mission, administrative and financial structure *(with the college administration)*
4. Develop Institute programming

In sum, our vision for 1998-1999 and beyond is to :

1. Capitalize on Saint Anselm's unique location to develop a program in which we can teach and explore civics and citizenship,
2. Gain visibility for the college
3. Develop opportunities for faculty development in our programs, funding opportunities, and other activities (publications, working paper series, etc.) *Saint Anselm Journal of Democracy & Civic Values*
4. Spend the next year building a successful track record to make us more attractive to foundations

Our specific budgetary needs for the 1998-1999 year are as follows:

1. One-half time sabbatical replacement for Dale Kuehne, who will become chair of the Politics Department in September. *He will be charged with four specific tasks:* *As director*

a) plan and convene a three-day conference to be held at Saint Anselm College in the summer of 1999. This conference will focus on the issue of citizenship. *Civic Values*

b) develop a lecture series on the general topic of Democracy and Citizenship at the end of the 20th Century in the United States

c) develop contacts and working relationships with other Institutes of politics

d) work with the development office (Anne Botteri) to secure funding

*W IOP IFE school; W IOP Univ of Pittsburgh; (3) Civic Practice Network, Brandeis
W Demotic Values Initiative at St. Mary's College of Calif. University - U. Chicago
(5) John M. O'Leary Center for the Culture & Politics of Democracy, at Rutgers University
(6) West Whittier Center for Civic Education at Harvard University (7) IOP - Franklin Pierce College
at the Institute for Civic Education at Harvard University*

2. We will also need a budget for various office needs, as spelled out in the budget. We estimate our total request to be in the \$50,000 range for the 1998-1999 academic year. We understand this as the required start-up costs.

3. We also want to set up a web page, and try to get our forums broadcast on New Hampshire Public Television, or on C-SPAN.

Timetable

We would like to start immediately, or as soon as it is feasible.

In Conclusion

We are optimistic, and believe that the college stands to gain a ^{great} ~~lot~~ ^{quantity} from this proposal.

Thank you for your time

*Read
quotes*

MEMORANDUM

To: Dale S. Kuehne

From: Paul C. Manuel *PCM*

Re: Some preliminary ideas for dividing the workload on the IOP project

Date: 23 January 1999

cc: Gary Bouchard

Per our discussion, our idea is that you will serve as Institute director and be in charge of the community relations/political side of the project. I will serve as the chair of the Politics Department, and be responsible for the curriculum/library side of it. In exchange, the IOP will buy down two courses from my teaching load next year per semester, and you will teach one seminar course each semester next year.

There are at least eleven key issues which we need to explore. Very schematically, these are:

Issue 1. The Relationship between the IOP and Saint Anselm College.

This is a combined responsibility.
subissues: The IOP will be under governing board, with its own advisory council; IOP must maintain a neutral position on political issues of the day so to remain open to all sides. (At the same time, an IOP study group on ethics and politics may focus its inquiry on some of the important ethical issues?) What will we call this Institute? the IOP at Saint Anselm College? (i.e. the Dana Center at Saint Anselm College?)
The mission statement of the IOP

Issue 2. Development of Contacts with the National Media and Political establishment.

This is Dale's responsibility.
subissues: Establishing a speaker's series on campus. Negotiating agreements with Nightline, CNN, and other national media to host events on campus.

Issue 3. Working with Presidential Candidates

This is Dale's responsibility.
Subissues: Negotiating appearances, working out all of the relevance details with the campaign staffs.

Issue 4. The administration of the IOP's budget line

This is Dale's responsibility.
subissues: A modest budget line is needed to start operations as soon as possible. Preliminary requirements are for an administrative assistant; office supplies; fax and copy machine; reduced teaching load next year (one course) for faculty who devote time to get the IOP off the ground. Working with the administration (Gary Bouchard).

Issue 5. The Identification of Funding Sources

This is a combined responsibility.
subissues: Should we go after a series of small grants/ one large donor? timetable. Once identified, should we invite the potential donors to a political event on campus? (working with Anne Botteri!)

Issue 6. The Location of the IOP

This is a combined responsibility.
subissues: Preliminary facilities for the IOP could be the former location of the Psychology department at Davison. We could open the institute there as

soon as approval is given for the concept. The advantage of this location is threefold: First, the location is available, and the IOP could be established there at minimal cost; second, operations could begin immediately and it would quickly become a dynamic center; third, it would help fund-raising efforts because we could bring potential donors down to the facility and actually see how it is functioning--not just be presented with a concept of how it might function. (working with the College administration)

Issue 7. The Relationship between the IOP and the Department of Politics.

This is a combined responsibility.

subissues: Should they maintain separate identities?; politics faculty will play a key role in the formation of the IOP; later become associate faculty of IOP. Cross-list some politics courses with IOP courses.

Issue 8. The Relationship between the IOP and associated courses/faculty.

This is Paul's responsibility.

subissues: There are already a number of courses which deal with politics offered by other departments (political philosophy, political psychology, political sociology). Perhaps we can cross-list some of these courses with IOP courses. Application procedure for a faculty member to become an associate of the IOP; qualifications?

Issue 9. The Relationship between the IOP and the Student Body.

This is Paul's responsibility.

subissues: The creation of an IOP student advisory committee; the role of the political union; the role of the Pi Sigma Alpha National Honor Society in Political Science.

Issue 10. The Development of IOP courses and the Development of a Campus-Wide Civics Program/Curriculum

This is Paul's responsibility.

subissues: working with the College registrar, the Dean of the College and the Curriculum Committee, new courses will be introduced. The new procedures for courses require a one year waiting period from acceptance to implementation--perhaps a fast-track for the Institute offerings can be negotiated?

Issue 11. The Preliminary Timetable

This is a combined responsibility.

subissues: what is the proposed timetable?

There are other important issues as well. We can discuss them as they come up -- the goal is to form a viable Institute of Politics.

Paul Manuel Personal Addendum

Some Final Reflections on the NHIOP, 20 Years On

The New Hampshire Institute of Politics at Saint Anselm College has been a great blessing in my life. It started as a friendly conversation among three colleagues and eventually became a place of national importance. I learned a lot at the NHIOP and have been given great opportunities at other institutions thanks to what we accomplished there.

I took some time away from Saint Anselm during my sabbatical in the spring of 2002. My wife and I travelled to India to adopt our first daughter, Maria Teresa. We later adopted our second daughter, Rosa Caterina, from Chennai, India in 2005.

There is quite a story around Maria's adoption. After we picked Maria up at the orphanage in Pune on January 21, 2002, we travelled to Mumbai (Bombay) to process the paperwork for a safe return to Boston. However, the process was much more complicated than we had imagined. After waiting all day in line at the US consulate in Bombay, the consulate staff sent us back to the hotel and told to try the following day – with no guarantees that Maria's paperwork would be processed anytime soon. Our flight to London was the next night, and there was a chance we would miss it.



Paul Manuel and daughter Maria, 2002

I therefore called my contact in Senator Gregg's office from the hotel, Vasiliki Alexopoulos Christopoulos (known as Vas) and told her about the situation. Vas was terrific! She told me not to worry. She reached out to her contact in the State Department, who, in turn, contacted the person in charge in Bombay.

The next morning, I arrived to line up at 4:30 a.m.; the line around the consulate was already very long. Anne Marie showed up at 8:30 a.m. with the baby. Then, at 9 a. m., after some commotion in the front of the line caused by some officials from the consulate, they started to point at us. We were immediately taken out of the line and told that Senator Gregg's office had vouched for us. We were ushered into the consulate building and Maria's paperwork was quickly processed. We were amazed: the process suddenly became very smooth, and we made it to our flight that night. I will always remain grateful to Senator Gregg and his staff for their help that day.



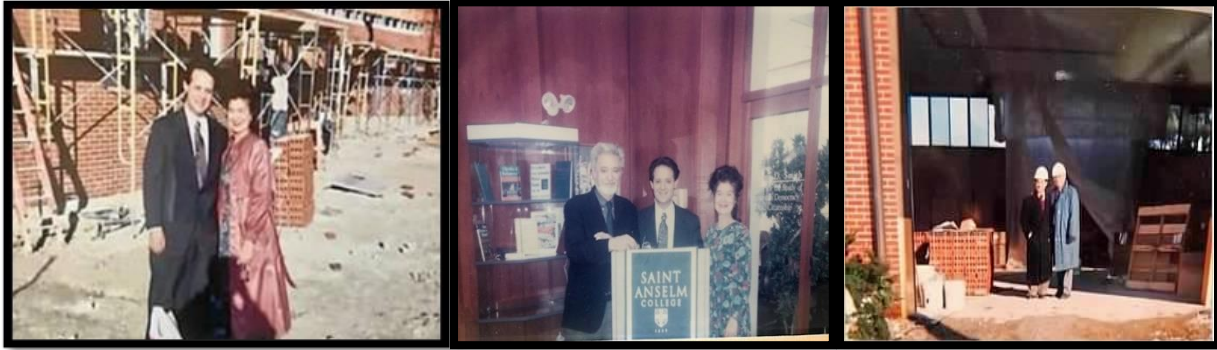
The Manuel Family at the NHIOP in 2004



Secretary of State Condoleezza Rice with Rosa and Maria Manuel

Another great memory of my NHIOP days took place in 2006 during an event at the State Department in Washington, DC. Secretary of State Condoleezza Rice was speaking to a group, and when she finished, she came over to us to greet my daughters Maria and Rosa. The photo of that unforgettable moment always makes me smile.

My parents visited me quite a bit during and after the construction of the facility; we always had a great time walking around the project. I remember those visits fondly.



Paul Manuel with his parents at the NHIOP in 2000 and 2001

One of my happiest moments during the 2008 New Hampshire presidential primary took place on election day, January 5. My two daughters are adopted from India, and when they found out that Senator John McCain had adopted a daughter from Bangladesh, they became big supporters! Here are a few photos from that day: in one of them, I am being interviewed by a local TV



Paul Manuel and Daughters in 2008



Rosa and Maria Manuel in 2008

station at a Manchester polling place, as my daughters grabbed some McCain signs on their own. They are standing behind me.



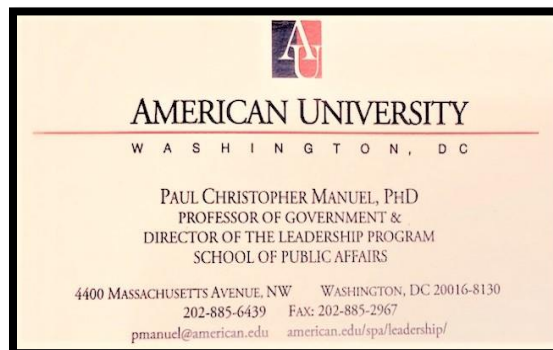
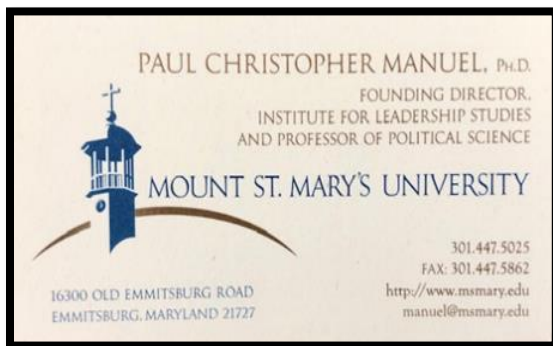
Anne Marie Cammisa, Father Peter, OSB, Paul Manuel and Elvira Lagomarsino in 2001

My greatest day at the NHIOP took place in August of 2001, when my Italian grandmother, Elvira Assunta Garibotto Lagomarsino, visited the NHIOP. She was born in the North End of Boston, and believed that as the matriarch of the family, she should personally thank my dean, Father Peter, for all of his help and support of my career at Saint Anselm. It was a beautiful visit; Father Peter presided over a communion service for her in the NHIOP conference room. Afterwards we had a champagne toast, and then a nice talk about family and friends over coffee with Italian pastries.

It was the best day ever.

Life after the NHIOP

The NHIOP opened up many professional opportunities for me. I left the NHIOP in 2008 to run a DC-based think-tank called the Institute of Global Engagement. Later, in 2010, I was appointed to be the first director of the Mount Leadership Institute and tenured full professor of political science at Mount St. Mary's University. I was asked to create a version of the NHIOP for the Mount. I was appointed the director of the leadership program in the School of Public Affairs at American University in 2015. In that role, I taught leadership studies, and oversaw some marvelous internships in the nation's capital. In 2022, I was appointed to be the new Head of School at the Cambridge Matignon School in Massachusetts.



I watched the live stream of the inauguration of President DiSalvo in 2013 when I worked at Mount St. Mary's University in Maryland. I was quite moved when President DiSalvo referred to the NHIOP as a "gem." That is a good way to think about our NHIOP creation. People in Washington, DC, have often mentioned to me how much they enjoy visiting the NHIOP and are impressed by the significant contributions the NHIOP makes to American democracy.



NHIOP Launch, September 7, 2001

Not a bad story. And quite a ride. Happy 20th Anniversary to the NHIOP!