

LEADERSHIP PROFILE | **PRESIDENT**



UNIVERSITY OF
NEW ENGLAND

INNOVATION FOR A HEALTHIER PLANET

UNIVERSITY OF NEW ENGLAND



BIDDEFORD AND PORTLAND, MAINE, U.S.A. | TANGIER, MOROCCO | ONLINE

THE OPPORTUNITY

The University of New England (UNE) seeks a new president to lead this innovative, dynamic and entrepreneurial comprehensive private university into the future. UNE has benefited from extraordinary and visionary leadership under President Danielle Ripich for the last ten years. Faculty, staff, administration and the board have worked together to pursue an ambitious strategy that has resulted in strong enrollments across colleges and programs, a regional and global footprint and a solid financial position for new leadership to leverage moving forward.



UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

MISSION

The mission of UNE is to provide students with a highly integrated learning experience that promotes excellence through interdisciplinary collaboration and innovation in education, research and service.

OVERVIEW AND RECENT HISTORY

UNE is the leading provider of health care professionals in the state of Maine and has recognized strengths in osteopathic medicine; health sciences; biological, marine and environmental sciences; neurosciences; and areas of excellence in the liberal arts. UNE is one of the fastest growing private universities in the northeast. Driven by strong interest in its health sciences programs grounded in the liberal arts, UNE has experienced unprecedented growth over the last eight years. With enrollments rising 64 percent in six years for campus-based, continuing education and distance education degree programs, UNE now has over 12,000 on-campus and online/distance students. In addition to enrollment increases, UNE has also significantly grown its research portfolio as described in the following description of Faculty. UNE has firmly established itself as an outstanding health sciences university grounded in the liberal arts. There is a palpable recognition of the value of creativity and holistic instruction to educate students in the 21st century for their careers and life success.



UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

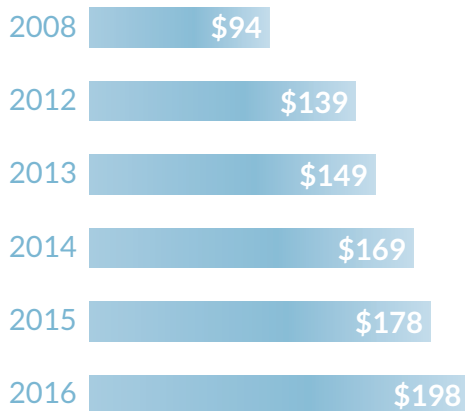


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The University of New England is ranked as the number one institution in Maine for improving students' career earnings by the Brookings Institution. UNE has also been included in the 2016 edition of the Princeton Review's *Best 380 Colleges* guide, a highly selective list that includes only the top 15 percent of four-year colleges and universities in the U.S. UNE was selected based on its high-quality academic offerings, optimal locations in Maine and Morocco and competitive cost and size. Additionally, UNE is ranked the ninth fastest growing private nonprofit university offering master's programs in the country, according to *The Chronicle of Higher Education*. The University is included among the "Best Universities" in the North by *U.S. News & World Report*, and UNE also claimed spots in *U.S. News & World Report* rankings for Best Online Graduate Education Programs, with recognition of its Occupational Therapy, Physical Therapy, Nurse Anesthesia and Physician Assistant programs. UNE's online Master of Social Work program has also been named one of the top five online programs in the country by *Best MSW Programs*.

REVENUE IN MILLIONS



The University has a more secure financial profile today than at any previous time.

The University's operating budget for 2015-16 is \$206 million. The value of UNE's endowment is currently \$50 million and growing. UNE's current capital campaign, UNE Moving Forward, is the largest fund-raising campaign in the University's history with an overall goal of raising \$60 million by May 31, 2017. During the "quiet phase," leadership gifts were secured to help build the Harold Alford Forum, the College of Pharmacy and the College of Dental Medicine. As of June 31, 2016, UNE had raised more than \$58 million from over 7,000 donors toward the \$60 million Moving Forward Campaign goal.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

The University of New England has three distinct campuses that combine to offer students a range of different learning experiences. The University's two Maine campuses house its internationally renowned undergraduate, graduate and professional programs, while its campus in Tangier, Morocco, is home to pre-health, laboratory-based, basic sciences as well as instruction in cultural studies and other traditional college courses.

In the past decade, the University has dramatically expanded its Biddeford and Portland campuses in Maine with the creation of new research facilities, including the Arthur P. Girard Marine Science Center and the Pickus Center for Biomedical Research, as well as new residence halls. The opening of a revolutionary study abroad campus focused on the health sciences in Tangier, Morocco, a new College of Pharmacy and a School of Dental Medicine — the first dental college in northern New England — has solidified UNE's stature as the leading supplier of health care professionals for the state of Maine and beyond. Among the new buildings on the Biddeford campus are the architecturally stunning George and Barbara Bush Center, overlooking the Saco River; the Harold Alfond Forum (opened in 2012), which provides UNE's student athletes and aspiring athletic trainers with state-of-the-art facilities for competition and learning; and the newly constructed University Commons. The athletic complex will soon be expanded as well.





STRENGTHS AND ATTRACTIVEIONS OF UNE:

- Distinctive and unique focus on innovation for a healthier planet that encompasses both health care and environmental stewardship
- Sound financial stability with exceptionally strong financial projections for the next five years
- Recognized leader in inter-professional education that bridges the six colleges and many academic programs throughout UNE
- The diversity of outstanding undergraduate and graduate programs — many of which are unique to the region — that combine a strong liberal arts foundation with professional degrees
- Internationally recognized research and scholarship in a range of fields, such as the biomedical sciences, marine sciences, neurosciences and sensory function, global affairs, social sciences and humanities
- A sense of place and community to serve others locally while providing global impact; a private university with a public mission

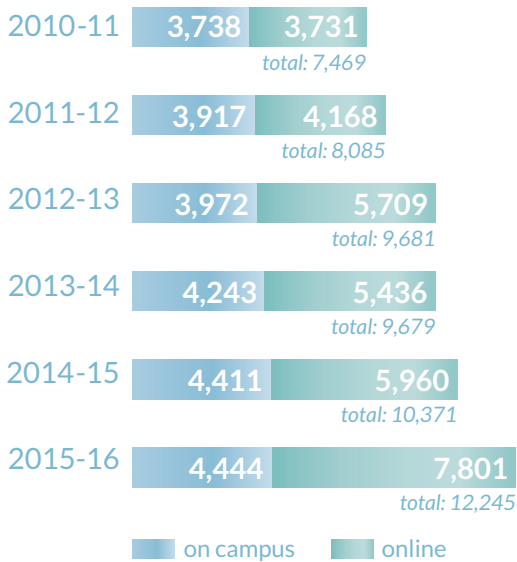
STRENGTHS AND ATTRACTIVE OF UNE:

- Talented, committed and collaborative faculty, students, administration and staff, working together to achieve common university goals
- A student-centered focus that allows for close relationships among students, faculty and staff and provides the necessary support structures for students' social and academic success
- An innovative culture where positive change and opportunity are embraced
- A unique atmosphere that provides the feel of a small undergraduate college combined with world-class opportunities for scholarship and research
- A successful current strategic plan that has set the stage for continued, dynamic growth with potential to be nationally recognized as a leading independent university
- Beautiful campuses undergoing continuous growth and improvement in southern Maine and Tangier, Morocco
- Well-located campuses in Maine with significant land and direct access to the Saco River and Atlantic Ocean



UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

ACADEMIC YEAR STUDENT ENROLLMENT



STUDENTS

The student body consists of a total of 12,245 students for Academic Year 2015–16, comprising 4,444 (36 percent) on campus students and 7,801 (64 percent) online learners. Students come from 54 states and territories and 26 foreign countries. Ninety percent of undergraduates who graduated in 2014, and who were surveyed, were employed or accepted into graduate/professional programs following graduation. The U.S. Department of Education statistics show that the six-year graduation rate for undergraduates is 58 percent, which is above the national average. The percentage of students who return after their first year is 80 percent. These and other statistics are available at <https://collegescorecard.ed.gov/>.

UNE students are idealistic, compassionate, physically active and hardworking. These traits serve them well as they go on to become well-educated health care professionals, osteopathic physicians, marine and environmental scientists, social workers, teachers, business managers and other highly-valued professionals. UNE's students – at both the undergraduate and graduate levels – are involved, active and committed. UNE's unique mix of undergraduates and professional students living and studying together creates a rich and diverse community.



UNIVERSITY OF NEW ENGLAND: AN OVERVIEW



FACULTY

The University of New England has a total of 542 faculty members, of which 266 are full-time faculty members. The student-faculty ratio is 13:1 for undergraduates. 47.8 percent of undergraduate classes have fewer than 20 students. UNE faculty are heavily engaged in research and scholarship, showing significant growth in productivity over the past 10 years. External funding (expenditures) grew by 325 percent between Fiscal Year 2007/8 and 2015/16, bringing research and scholarship expenditures to over 92 million during that period. Additionally, 232 UNE faculty and staff peer-reviewed publications were listed in the Scopus database for 2014/15 versus 82 for 2005/2006, representing a 283 percent increase over that period. Faculty are also committed to providing students with research and publication opportunities, with 41 percent of UNE seniors having worked with faculty on research projects, compared with 23 percent at all colleges surveyed by the National Survey of Student Engagement. UNE is home to the Center of Biomedical Research Excellence (COBRE) for the Study of Pain and Sensory Function through funding from the National Institute of General Medical Sciences. The center's mission is to significantly contribute to the scientific understanding of the neurobiology of chronic pain, facilitating the discovery and development of novel therapies. The primary focus of the center is to provide support to junior scientists as they establish independent, extramurally funded research programs.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

Faculty shared governance is an important and valued aspect of UNE's model. As part of a shared governance relationship with UNE administration and the board of trustees, the faculty at UNE is responsible for providing leadership and oversight on matters of curricula, pedagogy, academic standards, faculty hiring and faculty retention. Through clearly defined process, documented in the faculty handbook, faculty members at UNE have significant input into promotion and tenure decisions.

The University Faculty Assembly (UFA) is the university-wide faculty body composed of elected and appointed faculty representatives to carry out the faculty governance responsibilities. UFA is a self-governing body that formulates, reviews and recommends policy regarding faculty and institutional concerns. It promotes the exchange of information and ideas, encourages discussion of University matters and acts upon specific University or intercollegiate faculty issues. UFA reports to the provost and the president and assists and informs the board of trustees when requested. More information about faculty governance is available on the UNE website: <http://www.une.edu/academics/provost/faculty>



UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

ALUMNI

The University of New England's alumni body is composed of nearly 30,000 members representing undergraduate, graduate and professional studies programs. Roughly one-third of this group is made up of alumni from UNE's legacy institutions, Westbrook College and St. Francis College; one-quarter represents UNE undergraduate alumni; and the balance represents alumni from the College of Osteopathic Medicine, Westbrook College of Health Professions, the College of Pharmacy (which graduated its first class in 2013), and the College of Graduate and Professional Studies – who were almost exclusively online/distance learners. The College of Dental Medicine will graduate its first class in May of 2017.

When UNE was founded in 1978, it was through the merger of the newly formed New England College of Osteopathic Medicine with St. Francis College, a predominantly male Catholic college in Biddeford, Maine. In 1996, UNE merged with Westbrook College in Portland, which had been a women's junior college throughout most of its 175 year history. These legacy alumni constituencies identify strongly with their original campuses and heritage, and Westbrook even celebrates its own reunion. However, all alumni are increasingly proud of what UNE has become over the years.

While UNE alumni are found in every state and across the globe, most live in New England, with varying concentrations in New York, Florida and California. Formal alumni leadership groups include the UNE-SFC Alumni Council, Westbrook College Alumni Board of Directors and the UNECOM Alumni Association Board of Directors. Alumni participation in the Annual Fund is 6 percent overall and 8 percent for undergraduate alumni. Westbrook College and College of Osteopathic Medicine alumni groups traditionally have the highest number of donors and dollar totals. Alumni giving towards the UNE Moving Forward Campaign currently totals over \$6 million, or 12 percent of the \$59 million raised to date.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

ACADEMICS

The University of New England offers over 40 undergraduate and 32 graduate/professional programs in relevant, needed and fascinating fields. UNE's six colleges provide both undergraduate and graduate students with a wealth of resources and a variety of educational experiences and research opportunities. Each college has its own identity, but each contributes to the enrichment of the University's academic life.





UNIVERSITY OF NEW ENGLAND: AN OVERVIEW


THE COLLEGE OF ARTS AND SCIENCES is the largest undergraduate college at the University of New England, with thirteen departments offering twenty-eight majors, twenty-three minors, two master's programs and one pre-professional program. The programs in CAS are focused in the humanities, arts, and natural and social sciences and range from Biology to Women's and Gender Studies. Each major provides a vital balance between the breadth of a traditional liberal arts education and the depth necessary for advanced knowledge in a field. The College is housed on the Biddeford Campus.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW




COLLEGE OF DENTAL MEDICINE curriculum comprises a blend of time-tested methods and new innovations in dental education. Students are treated as members of the profession from day one. They benefit from a comprehensive education in the basic and behavioral sciences and come to understand and appreciate the many connections between oral health and overall health. They gain extensive practical experience, from providing care to a simulated patient in the first year, to providing direct patient care in patient-centered general practice teams in the Oral Health Center in the second and third years, to extending their clinical experience into the community during their fourth year, while working and living in communities throughout Northern New England and beyond. The College is housed on the Portland Campus.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW



THE COLLEGE OF OSTEOPATHIC MEDICINE is dedicated to the improvement of life through the education of osteopathic physicians, research and service and is the only medical college in the state of Maine. The College emphasizes health, healing and primary care for the people of New England and the nation. The College has a highly innovative, integrated curriculum to train osteopathic physicians for the 21st century in interprofessional health care centers. Clinical education is provided at health and medical centers throughout the Northeast. The College also sponsors residency programs throughout the northeastern United States. The College's faculty are internationally recognized in neuroscience, cardiovascular, microbiology, geriatric and medical education research. The College is housed on the Biddeford Campus.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

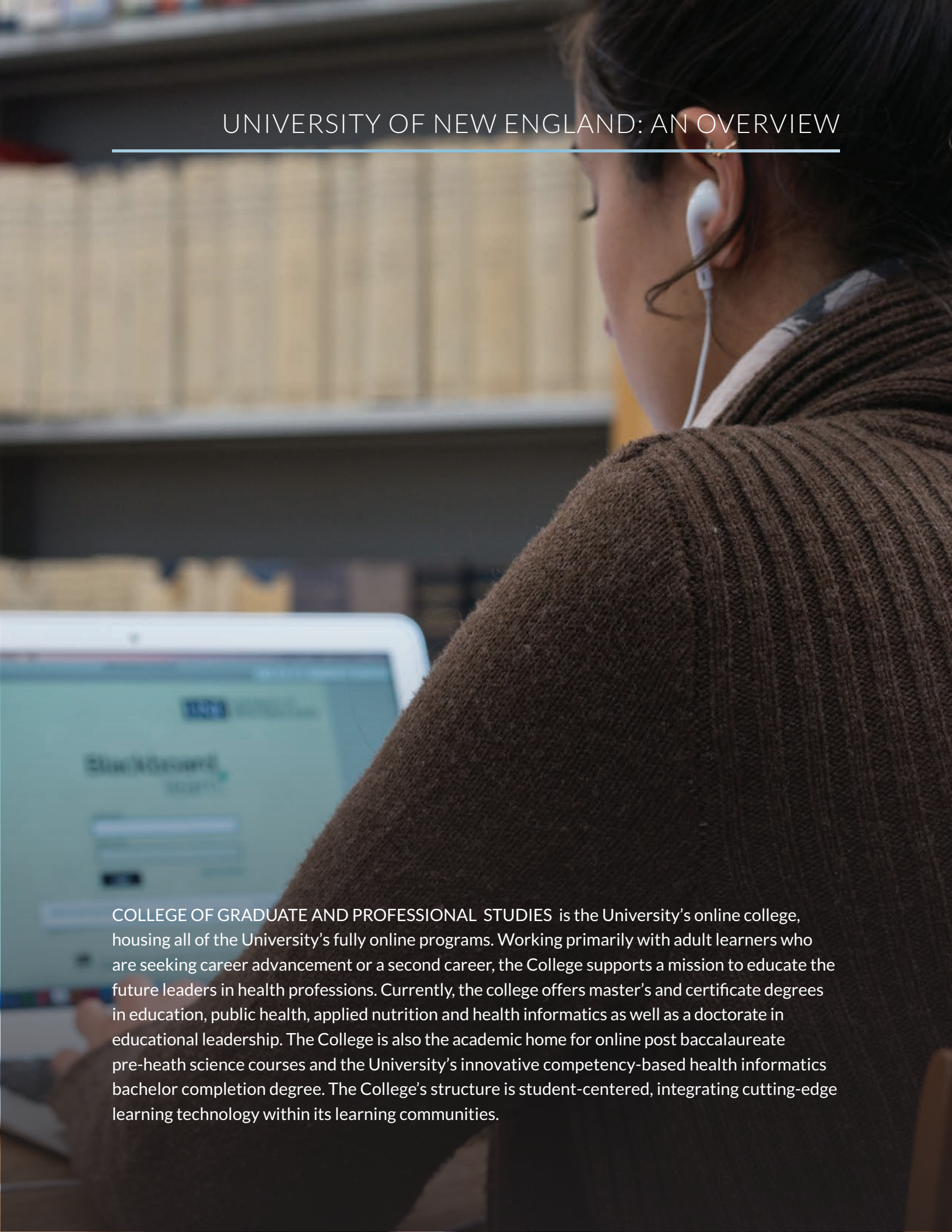


COLLEGE OF PHARMACY is dedicated to educating future pharmacists with a foundation based upon caring and being an essential part of an interprofessional team, while still advancing research in the foundational sciences and advancing clinical practice roles. The curriculum is student focused and dedicated to helping students achieve outcomes suited for their individual interests and career aspirations in the expanding professional opportunities available to pharmacists. The Doctor of Pharmacy curriculum combines a strong foundation in the biomedical, pharmaceutical, clinical and socio-administrative sciences education with interprofessional opportunities and experiential education. It aims to graduate pharmacists who are prepared for the rigors of serving as individual practitioners and as a members of health management teams in diverse practice sites. The College is housed on the Portland Campus.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

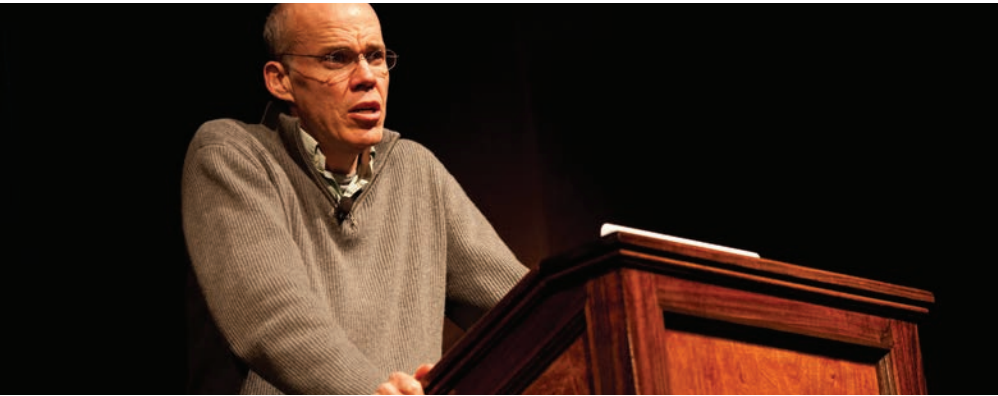
THE WESTBROOK COLLEGE OF HEALTH PROFESSIONS offers both undergraduate and graduate programs. Undergraduate programs include dental hygiene; nursing; applied exercise science and athletic training; social work (BSW); nutrition; public health; and Health, Wellness and Occupational Studies (HWOS). Graduate programs include nurse anesthesia, occupational therapy, physical therapy, social work and physician assistant. The College has state-of-the-art educational facilities and has pioneered the model of interprofessional education. All the undergraduate programs begin on the Biddeford Campus. Nursing and Dental Hygiene students come to the Portland campus in their junior year. The graduate programs are on the Portland campus.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

A close-up, over-the-shoulder view of a student with dark hair, wearing a brown ribbed sweater and white earbuds. The student is looking at a laptop screen which displays a website with a green header and some text. The background is a blurred library with bookshelves filled with books.

COLLEGE OF GRADUATE AND PROFESSIONAL STUDIES is the University's online college, housing all of the University's fully online programs. Working primarily with adult learners who are seeking career advancement or a second career, the College supports a mission to educate the future leaders in health professions. Currently, the college offers master's and certificate degrees in education, public health, applied nutrition and health informatics as well as a doctorate in educational leadership. The College is also the academic home for online post baccalaureate pre-health science courses and the University's innovative competency-based health informatics bachelor completion degree. The College's structure is student-centered, integrating cutting-edge learning technology within its learning communities.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW



CENTERS AND INSTITUTES

Since 2009, the University of New England has established several centers and institutes for research and scholarship, bolstering UNE's research reputation and recognition. These university-wide centers build on existing strengths of the institution in interprofessional education, marine science, neuroscience, public health, global humanities and biomedical research.

The centers are designed to provide opportunities for collaborative research and scholarship programs that are competitive for interdisciplinary, multi-investigator and multi-institutional awards. The centers are also designed to expand undergraduate research at UNE and to explore opportunities for future Ph.D. programs.

The University continues to develop its infrastructure for supporting research and scholarship. Born out of faculty collaborations, a host of centers and projects promote interdisciplinary research in fields such as health care, neuroscience, the humanities, teaching and learning, and pain and sensory function. These centers bring together students, faculty and partner institutions in pursuit of cooperative goals.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW



The current centers and programs include: The Center for Excellence in Neuroscience (CEN), The Center for Global Humanities, The Center of Biomedical Research Excellence for the Study of Pain and Sensory Function (COBRE), The Human Nature Project, The Interprofessional Education Collaborative, The Marine Science Center, The Center for the Enrichment of Teaching & Learning, The Innovation Hub, and the Center for Excellence in Health Innovation. For a complete description of each, please see the following link: <http://www.une.edu/research/centers>.

UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

ACCREDITATION

The University of New England is accredited by the New England Association of Schools and Colleges Commission on Institutions of Higher Education (NEASC CIHE) and is a member of the American Council on Education (ACE), the Association of American Colleges and Universities (AACU), the Carnegie Foundation for the Advancement of Teaching, the Maine International Trade Center and the Northeastern Association of Graduate Schools (NAGS).

UNE is in the midst of an institutional accreditation process that will include a self-study report and independent review of UNE's education programs in April 2017. This process affirms UNE's culture of continuous reflection and assessment in its learning community, and the resulting self-study report helps UNE set and pursue its strategic goals.





UNIVERSITY OF NEW ENGLAND: AN OVERVIEW

ATHLETICS

The University of New England joined Division III of the National Collegiate Athletic Association (NCAA) in the 1999–2000 academic year. UNE sponsors 16 varsity sports under the NCAA. Women's sports include basketball, cross country, field hockey, ice hockey, lacrosse, rugby, softball, soccer, swimming and volleyball. Men's sports include basketball, cross country, golf, ice hockey, lacrosse and soccer, with the additional launch of football in the fall of 2016 (as pre-varsity) with varsity competition commencing in 2018.

UNE has 360 student-athletes; nearly 1,000 students participate in intramural sports; and 260 are members of a club sports team. The average cumulative grade point average of student-athletes for the 2016 spring semester was 3.36, while 62 percent of student-athletes made the Dean's List. UNE had 142 academic all-conference selections for the 2015–16 academic year. The persistence rate of the most-recent class of UNE's incoming student-athletes was 99 percent.





UNIVERSITY OF NEW ENGLAND: AN OVERVIEW



UNE teams continue to earn academic recognition at the national level. The women's swimming team earned Scholar All-America status for the 24th consecutive semester, while the field hockey team received the National Field Hockey Coaches Association Academic Team Award.

ROLE OF THE PRESIDENT

The president serves as the chief executive officer of the University of New England and is responsible for ensuring the University delivers outstanding programs to its students and utilizes its resources effectively with integrity to fulfill its mission.

The president reports to a 22-member board of trustees and serves as an ex-officio member/full voting member of the board. Reporting to the president are:

- Provost and Senior Vice President
- Senior Advisor to the President and Chief Compliance Officer
- Executive Assistant to the President
- Vice President for Finance and Administration
- Vice President for Global Affairs and Communications
- Vice President for Health Affairs
- Vice President for Institutional Advancement
- Vice President for Operations
- Vice President for Strategic Initiatives
- Dean of University Admissions
- General Counsel



OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The next president of the University of New England will have the opportunity to build upon a decade of successful expansion and innovation. The UNE community is invigorated and motivated to continue to build UNE's stature as a regional and national leader in multiple fields, and the institution requires visionary leadership and passion for what the University can offer Maine, the region and the world. The community looks forward to a new president who can focus on the following priorities:

BUILD ON SUCCESS AND SET A NEW STRATEGIC DIRECTION

UNE has a remarkable story to tell about its success and impact throughout and beyond the state of Maine. The institution's current 10-year strategic plan, Vision 2017, built a strong foundation for this success and growth. As the current strategic plan comes to a conclusion in 2017, the new president is expected to play a significant role in defining a new strategic vision and setting a new strategic direction for UNE, continuing to think proactively about new opportunities. As higher education continues to change in response to shifting demographics, a dynamic economy, student and family expectations for return on investment and a knowledge-based workforce marketplace, UNE has led the way in adapting to, if not anticipating, the future of modern university pedagogy, student engagement and program delivery. Over the next five to 10 years, UNE has a rare opportunity to capitalize on its success, raise its visibility nationally and establish itself as a leading innovator in higher education.

CREATE THE INFRASTRUCTURE TO SUPPORT UNE'S GROWTH

UNE's rapid growth has infused the institution with energy and resources for investing in new programs and facilities. While growth is expected to continue, not all areas of the institution will advance at the same rates. The president must ensure that the University's administrative structure, services, processes and budget model are designed to solidify gains to

date, sustain current programs and support future development. At the same time, the University's success has been, in part, the result of its ability to be nimble and move opportunistically, so any systems or structures put in place must remain flexible to support an entrepreneurial culture. The University seeks a president who will continue to pursue opportunities to build upon UNE's strengths and explore new territory for growth.

PROMOTE UNE'S ACADEMIC EXCELLENCE AND PROMINENCE IN INTERPROFESSIONAL EDUCATION

UNE is regarded as a leader in many fields. The institution has recognized strengths in the health professions and marine sciences as well as excellent faculty and programs in the arts, humanities and social sciences. The next president is expected to embody a commitment to academic excellence and teaching quality across all programs while capitalizing on opportunities to leverage strengths in ways that benefit the entire University. For example, faculty and students in the health professions are drawn to UNE because of its focus on interprofessional and interdisciplinary education with a strong foundation in the liberal arts. UNE has the opportunity to be the premier provider of interprofessional education in the region and nationally and is an emerging leader in innovative educational approaches with low cost to value ratio. More opportunities exist in experiential education, research and partnerships with other universities or organizations.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

STRENGTHEN UNE'S COLLABORATIVE AND SUPPORTIVE COMMUNITY

A long-standing value of UNE is its sense of place and community. Students, faculty and staff are supportive of one another and share a commitment to enhancing UNE's success. The next president is expected to continue to uphold UNE's spirit of community, collaboration and inclusivity and to identify ways to tap into and engage the community in visioning and planning for the future. As a global University with two distinct campuses in Maine and one campus in Morocco, UNE has a rare opportunity to create and demonstrate effective integration and communication that maximize the student experience, faculty engagement and collaboration, and innovation in program development and delivery. Additionally, recognizing UNE's commitment to diversity and inclusion, the president is expected to establish priorities and expectations for a level of engagement and support service that meets the needs of its diverse traditional and nontraditional student. He or she is also expected to create opportunities to grow the diversity of the student body, faculty and staff at UNE.

ENHANCE ENGAGEMENT WITH ITS CONSTITUENTS

UNE has a long-standing commitment to community service and strong local relationships in Biddeford, Portland and across the state of Maine. As the leading provider of health professionals in Maine, UNE's next president must explore new and enhanced services that UNE can provide to the local community, such as offering integrated health clinics to local residents. In addition, the next president is expected to cultivate the University's relationship with the local, state and regional communities.

UNE benefits from a strong board of trustees that has developed a productive and mutually supportive

relationship with the president. The board expects a president who will continue to engage them strategically and appropriately in mapping the University's future and who will assist in cultivating and supporting best practices for board participation in the life of the institution.

SUPPORT AND GROW UNE'S RESOURCES

Much of UNE's extraordinary success is the result of calculated investment in new ventures, an approach that the University supports and aspires to continue. New initiatives have been funded by strategic use of net revenue, debt and philanthropy. UNE enjoys a highly favorable and financially stable position with positive cash flow, excellent cost control systems, an outstanding bond rating and clear potential for new revenue. While enrollment is growing, there is a significant need to increase endowment to provide for students with financial need, underwrite programs and faculty positions and increase debt leverage. Increasing participation by alumni, strong community support and the success of the current capital campaign suggest significant opportunity to grow philanthropic resources. The next president will be expected to work closely with the board and senior management team to align a resource development and investment plan with strategic priorities, identify and capitalize on new sources of revenue that support its mission and direction and play a major leadership role in fund raising.

QUALITIES AND QUALIFICATIONS OF THE IDEAL CANDIDATE

The University seeks a talented, visionary president who can continue the University's strong trajectory while bringing new ideas, a collaborative and creative approach to solving problems and an entrepreneurial spirit to the position. The successful candidate will demonstrate evidence of successful leadership and administration in a complex, dynamic organization (preferably in higher education); commitment to academic excellence and student retention and success; dedication to the values of a diverse, inclusive community; ability to continue revenue growth, lead the University's fund-raising efforts and build its important endowment; outstanding communication skills; a high level of emotional intelligence and capacity to build effective relationships with a broad range of constituents. A Ph.D. or its equivalent degree in a related field is preferred. In lieu of an appropriate terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to warrant the respect and complete confidence of the academic community.

In addition, the president should demonstrate the following:

LEADERSHIP SKILLS

- The ability to lead a complex institution with a commitment to team building, collaboration, transparency and personal accountability
- A commitment to faculty and shared governance; fairness, transparency and inclusion in governance and decision-making and an ability to support and advocate for the University's innovative educational approaches, including its commitment to interprofessional education
- The personal and professional skills to work positively and collaboratively with the board, the faculty and the administration
- A long-term commitment to the University and to the community
- The ability to identify and develop talent; a commitment to professional development of others
- The ability to serve as an optimistic, energetic and enthusiastic spokesperson for the University within the community, the country and internationally
- An ability to develop and implement initiatives that will increase the diversity of student, faculty and staff populations
- The energy, desire and skill to bring all groups together under a fully integrated UNE banner, including traditional and nontraditional educational programs, liberal arts and professional programs and national and international campuses

QUALITIES AND QUALIFICATIONS OF THE IDEAL CANDIDATE

PERSONAL CHARACTERISTICS

- A genuine interest in being engaged with and accessible to all students and the capacity to be attuned to student life, student needs and student perceptions of the institution
- A commitment to fairness, respect and transparency
- Outstanding communication skills
- Positive and creative problem solving skills
- Willingness to take risks
- An entrepreneurial spirit
- A community-minded approach
- Honesty and integrity
- A commitment to diversity and inclusion
- Openness, curiosity and interest in a wide range of disciplines

EXPERIENCE AND TECHNICAL SKILLS

- A broad view and deep knowledge of the higher education landscape, challenges and future opportunities on a national and global basis
- Outstanding academic background with teaching and leadership experience within a university or college setting or equivalent experience and a demonstrated ability to build faculty relations
- Experience managing a highly diverse organization
- Strong fund-raising skills and ability to grow the endowment
- Strong fiscal management skills with the ability to assess and oversee the fiscal needs, operations and challenges of the University
- Strategic planning experience and the skills to develop and execute the University's next long-term strategic plan
- Knowledge of and commitment to supporting the University's diverse and innovative programs, including its liberal arts programs, its general education requirements and its health and science professional programs
- Marketing savvy, with the ability to effectively communicate UNE's mission and strengths to a diverse range of constituents

PROCEDURE FOR CANDIDACY



Inquiries, nominations and applications are invited. Review of applications will commence immediately and will continue until the position is filled. For fullest consideration, applicant materials should be received by November 1st, 2016. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to the University of New England's consultants, Lucy Leske and Joyce DeLeo, Ph.D., at PresUNE@wittkieffer.com.

Material that cannot be emailed may be sent to:

President

University of New England

C/O WITT/KIEFFER

Attention: Lucy Leske/Joyce DeLeo, Ph.D.

35 Corporate Drive

Burlington, MA 01803

Confidential inquiries and questions concerning this search may be directed to Lucy Leske at (508) 680-1268, Joyce DeLeo at (781) 272-8899, or Alexis von Kunes Newton at (617) 981-6932.

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

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ALUMNI HALL 1834