July 19, 2016

Dear Members of the UNE Community,

I am pleased to announce that the UNE Presidential Search Committee has selected Lucy Leske and Joyce De Leo of Witt Kieffer as our search recruitment firm. The Committee sent out ten Requests for Proposal to search firms throughout the country known for their education search capabilities and received nine responses. From those, we selected four firms to interview via video conference.

After the interviews and after checking references, the Committee unanimously selected Lucy, Joyce and Witt Kieffer. Their experience in academic presidential searches is deep and rich, and they have clearly done their homework about UNE. We believe they will do a tremendous job representing UNE in this search and that they will be very good to work with.

For your information, I have attached an introductory letter from Witt Kieffer that was included in their RFP response and bios of both Lucy and Joyce.

Last week, the Committee had a kick off meeting with Lucy and had our choice confirmed. Lucy brings a broad view to the search coupled with very specific and relevant experience. We are now working with her and others at Witt Kieffer to plan on campus due diligence meetings to be held in September, a presidential search website, and design of a Presidential Leadership profile that will ultimately go out to candidates.

I hope you will take a minute to review the attached materials.

Gloria Pinza, Trustee
Chair, UNE Presidential Search Committee
June 15, 2016

John Tumiel
Senior Advisor to the President
University of New England

Via email: jtumiel@une.edu

Dear Mr. Tumiel,

We are honored to be considered as partners in the University of New England’s (UNE) search for its next president. We are very familiar with UNE under the successful leadership of Danielle Ripich, PhD. The university has established a prominent profile both regionally and nationally for its strong research and academic programs, as well as its international presence in Morocco. This will be an outstanding and attractive opportunity for prospective candidates considering the strong collegial environment and the beautiful Biddeford campus setting.

Witt/Kieffer leads the nation in executive search for our unique client base – predominantly higher education and healthcare organizations which are dedicated to improving the quality of life. Our clients include leading colleges/universities, academic medical centers, medical schools and health sciences centers, teaching hospitals, research institutes, integrated delivery systems, health systems, and life sciences enterprises. Because of this unique combination and our deep experience working at the intersection of higher education and healthcare, we believe we are closely aligned with UNE’s mission and programs and ideally suited to lead this search.

The firm has evolved considerably in recent years, in large part to meet the growing needs of our clients with cutting edge technology and best practices. Indeed, as one of the top three firms dedicated to higher education executive search, we lead the nation in a number of areas, including the development of dedicated candidate assessment tools and a global search network. We understand that the combination of challenges and pressures facing higher education is unprecedented, and the call to boards and presidents – those who most shape the institution’s culture, direction, and financial sustainability – has never been more clear: to become stronger and more efficient, to reinforce the value proposition of higher education and the unique identity of their institutions, to lead vibrant communities that approach challenges in a forward-looking and inclusive manner, and to produce graduates who will go on to contribute positively to the nation and the world.

Additionally, we bring the following competitive advantages to your search:

- **A highly experienced and nationally respected consultant team dedicated to your search**

In order to ensure a robust candidate pool, we have assembled a highly experienced team of consultants based in New England. I will lead your search and be solely responsible for a high-quality outcome. As a senior partner in Witt/Kieffer’s Education practice, I have successfully
supported over 50 presidential searches including East Carolina University, Alfred University, University of Massachusetts Amherst, University of Connecticut, and George Mason Korea. I recently completed a term as the managing partner of our education practice and now lead the firm’s international higher education search initiative, launched in 2015. Combined with my 25 years of experience in executive search, my six years of experience as a trustee of a private college has given me insight into the relationship between a president and board and the ability to provide sound advice to boards at this most critical moment in a university’s history.

Partnering with me will be Joyce De Leo, Ph.D. Joyce is the former chair of Pharmacology and Toxicology at Dartmouth Medical School and the founding director of the Neuroscience Center at Dartmouth College. Prior to joining Witt/Kieffer, she was the vice president of academic affairs at Emmanuel College in Boston, MA. She brings to this search over 25 years of experience as a biomedical scientist in the pain field and knows many of the faculty at UNE including one of her former post-doctoral fellow who is now a member of the faculty. She was asked to serve on the COBRE Study of Pain and Sensory Function external advisory board due to her expertise in the pain field. Trained as a pharmacologist and neuroscientist, she has extensive expertise in recruiting faculty and academic leaders.

A responsive process paired with sound experience and counsel

We offer a fresh perspective to UNE – we do not prescribe a standard methodology or recruitment strategy. We work with you to develop a unique and tailored approach that fits the institution at this moment in time and that identifies the ideal leader for your future. Our goal is to anticipate the questions and concerns of the search committee chair; to identify, seek out, and engage the most outstanding candidates; and to cultivate interest in this presidency with enthusiasm, energy, and candor.

An outstanding track record in advancing diversity and inclusion

Witt/Kieffer is a national leader in advancing diversity in higher education and we have served as conveners to discuss this important topic. In addition, we have made it part of our mission to support and advance leadership development for individuals with diverse backgrounds and can cite many successful examples of assisting a broad range of people in their career development. In the last four years, 50 percent of our presidential placements have been women and/or people of color.

Innovative methods designed to enhance higher education leadership recruitment

Witt/Kieffer has invested in research and assessments to give our clients access to the most sophisticated tools and techniques in higher education search. Our leadership assessments, which are the only assessments of their kind tailored to competencies in higher education leadership, provide an additional method of evaluating which candidates are most likely to address UNE’s specific needs.

The enclosed proposal describes Witt/Kieffer and how we would work in partnership with you and your colleagues to carry out this search. It would be both a pleasure and a privilege to support the University of New England in your search for a new president. Please contact me directly should you have any questions or need additional information or materials.

Sincerely,

Lucy A. Leske, Senior Partner, Education Practice
617-901-6610 (cell)
B. FIRM’S BACKGROUND AND EXPERIENCE

Throughout our 46 year history, Witt/Kieffer has cultivated a proven and meaningful approach to executive search specifically designed for the non-profit sector and predominantly executed in coordination with college/universities and hospitals/health systems in pursuit of C-suite leadership. Witt/Kieffer performs over 200 searches per year in support of higher education, representing the complete spectrum of leadership.

Our national and global reach has informed our understanding of marketplace dynamics and of common trends and challenges that similar colleges and universities encounter. Because we serve such a wide array of institutions – public and private, large and small, across the entire spectrum of Carnegie Classes – we have experienced and have counseled our clients on virtually every issue being faced by higher education today. In addition, we understand the range of objectives and strategic priorities that senior leaders put forth as mechanisms to navigate their organizations into a new era of higher education.

Resources, Assets, and Intellectual Capital

With locations across the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national, and global markets. Our best-in-class knowledge base includes more than 350,000 leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.

Performance

Experience and Track Record: We conduct more executive searches in higher education and healthcare than any other firm including over 1,200 CEO/president and other C-suite placements in five years.

Client Service: Ninety-five (95) percent of clients scoring our work would recommend us to a colleague. Among candidate placements, we have achieved an average of 97 percent satisfaction rating and 94 percent among all candidates interviewed for positions.

Diversity: Over the last three years, 47 percent of our education placements were racially/ethnically diverse and/or women.

Corporate Responsibility and Community Involvement

In addition to Witt/Kieffer’s commitment to serving organizations that improve the quality of life, the firm has a Community Fund and a National Community Day of Service, during which staff members volunteer at social service organizations across the country. Our consultants and staff truly live the firm’s mission and values by volunteering in education, arts and culture, welfare, and community service agencies, and faith-based organizations, hospitals and health systems, as well as serving on boards and committees of community organizations.

Witt/Kieffer’s quality program includes a Mission Award, given to an employee who spends personal time volunteering for a nonprofit organization that is in line with the Witt/Kieffer mission, and a Values Award, presented to an employee who sets an example for what it means to live and embrace the Witt/Kieffer values of integrity, commitment, growth, and diversity.
Lucy A. Leske

Lucy Apthorp Leske, senior partner, Education, joined Witt/Kieffer in 1998 and has been an executive recruiter since 1992. She has led a broad range of searches, including presidential, vice presidential, decanal and provostial searches, during her tenure with the company. Her areas of expertise include presidential and CEO positions; academic leadership in arts and sciences, law, engineering, education, and business; finance and administration; inclusion and diversity; international leadership; and advancement.

She has published national articles and presented at professional conferences, including meetings of the Ohio and Virginia Networks of ACE’s Office of Women, the ACE Fellows program, the National Association of Diversity Officers in Higher Education, the Millennium Leadership Institute of the American Association of State Colleges and Universities, and TIAA-CREF Institute on topics such as leadership transition and assessment, professional development for women and underrepresented individuals, and the recruitment and retention of staff.

Lucy serves on the board of Witt/Kieffer CCentric Limited, a joint venture which searches globally for academic, executive and clinical leadership talent. Lucy is the co-chair of the Witt/Kieffer Diversity Council and works with clients to enhance diversity and inclusive excellence in leadership recruitment. She is a member of the Board of Trustees at Mitchell College in New London, Connecticut.

Education

B.A., Biological Sciences, Mount Holyoke College, South Hadley, MA
Certificate of Completion, Ecology, Marine Biological Laboratory, Woods Hole, MA

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Joyce De Leo

Joyce De Leo, Ph.D. is a consultant in Witt/Kieffer’s Academic Medicine and Health Sciences practice. Based in the Boston area, Joyce has more than 25 years of experience in research, academic program building, strategic planning, mentoring and teaching. Joyce recruits senior executives, clinician leaders, and senior scientists on behalf of leading academic medical centers, hospitals and health systems, research institutes, faculty group practices, health sciences universities, colleges and universities, public health organizations and not-for-profit institutions.

Prior to joining Witt/Kieffer, Joyce served as Vice President of Academic Affairs for Emmanuel College in Boston. In this role, she oversaw undergraduate and graduate academic programs, while enhancing faculty shared governance, collaboration and collegiality between faculty and administration. Before this, Joyce held several leadership positions in more than 20 years with Dartmouth College and Dartmouth Medical School in Hanover, NH, including Chair of Pharmacology and Toxicology and Director of the Neuroscience Center.

Joyce completed the Fulbright Scholar Program at Max Planck Institute for Psychiatry in Martinsried, West Germany and completed postdoctoral training at Dartmouth Medical School and Harvard Medical School. She is a widely published author, having written more than 100 articles in peer-reviewed publications, and frequently speaks, both nationally and internationally.

Education
Ph.D., Pharmacology, University of Oklahoma Health Sciences Center, Oklahoma City, OK
B.S., Biology and Chemistry, University of New York at Albany, Albany, NY

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