

Nancy Kleniewski  
100 Harvest Lane ▪ Bridgewater, MA 02324

October 3, 2007

Dr. James Appleberry  
Academic Search, Inc.  
504 Jarvis Lane  
Louisville, KY 40207-1313

Dear Dr. Appleberry:

Thank you for contacting me about the search for president of the University of Southern Maine. I am excited about the prospect of leading the institution because I have observed it closely and am impressed by the university's accomplishments under former President (now Chancellor) Pattenaude. I read the position profile thoroughly and will describe in this letter how I fit the characteristics that the institution is seeking. You will also find appended a detailed statement describing how my experience aligns with the mission of the University of Southern Maine.

The university is seeking an innovative leader. As provost at Bridgewater State College, I led the development of the strategic plan that guides our institutional direction and governs the allocation of campus resources. I manage a highly complex organization and have spurred significant organizational changes. For example, I created an enrollment management group charged with maintaining access while improving student academic success. I also have more than 25 years' experience in unionized public higher education within multi-campus systems.

My commitment to academic excellence is demonstrated by my careful hiring and mentoring of faculty, rigorous assessment of academic programs, and record of achieving accreditation in every eligible program. Some of my visions that have become realities include the creation of interdisciplinary departments and the development of innovative core curricula. I set high standards for myself, as illustrated by my prestigious teaching award and numerous publications in the field of urban sociology.

For more than a decade I have been actively involved in the communities in which my institutions are located. In my previous position I was a key link between the campus and the community, serving on the Boards of two arts organizations, a homeless shelter, an economic development advocacy group, and a community

foundation and was elected to leadership positions in three of those groups. Currently I am active in a regional collaborative composed of our three community colleges, two state colleges, and one campus of the University of Massachusetts. We have forged more than 20 transfer articulation agreements and adopted common learning outcomes for our first-year writing courses.

Outreach and fundraising are very important to me. I am proud to be the recipient of the first gift of \$1 million to the University of Massachusetts Lowell and the initiator of a long-term relationship between the university and the literary estate of Jack Kerouac. In my current position, I hired a new grants officer who helped us target our proposals and raise the proportion of grants funded. I have also participated in fundraising for a number of nonprofit organizations, including direct solicitation, planning capital campaigns, and philanthropy education.

In addition to developing resources, a good administrator must manage them well. In my eleven years in executive leadership, I have reduced programming when called for in bad times and expanded judiciously in good times. Rather than simply reacting annually to the level of the state appropriation, I employ a future-oriented budget planning process based on a five-year time line and use our strategic plan to help redirect resources from lower to higher priorities.

The university wants and deserves a leader who is a quality decision-maker, a team builder, and a good communicator. My decision-making style is to consult, frame the options, make a decision with input from my team, implement, assess the results, and adjust where necessary. I have hired and developed a highly skilled and collaborative team of professionals to whom I can delegate with confidence and without micromanaging. My communication and interpersonal skills are strong.

Student development, both in and outside of the classroom, is a key to student success in school and in life. I partner with Student Affairs on a Leadership Institute, in which I give presentations and mentor emerging student leaders. Each year, I assist under-prepared first year students by serving as a book club facilitator, helping five students read, discuss, and write about a novel. I enjoy students and frequently attend performances, athletic competitions, lectures, and art exhibits. One of my particular joys is attending the undergraduate research symposia in which students present their original work in panels and poster sessions.

I am not only committed to diversity but actively work on improving the educational and campus experience of students, faculty, and staff from underrepresented groups. I was deeply involved with Bridgewater's diversity planning process that led to the

establishment of a new Office of Institutional Diversity. I also helped position the institution to receive a highly competitive grant from the Nellie Mae Foundation to improve the academic success of students from disadvantaged groups. In addition, I have provided new resources to assist students with disabilities, who number over 600 on our campus. In Lowell I worked closely with the Center for Immigrant and Refugee Community Leadership and Empowerment that trained non-native community leaders to participate successfully in school, business, and politics.

The University of Southern Maine is searching for a president who will help the institution meet the needs of the region, develop and manage its resources wisely, gain public recognition and visibility, promote student success, and increase political support. I believe that the university is well-positioned for the future, and I am confident that I can contribute to its success.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Kleniewski".

Nancy Kleniewski