

## James Herbert's Remarks

Good morning.

I would like to begin by thanking President Ripich and Ms. Pinza for their very kind words. I've genuinely enjoyed getting to know both of you, and I look forward to working together during the upcoming transition.

Over the past few months, I have gotten to know UNE through my interactions with members of the search committee, Board of Trustees,

faculty, staff, and student body. And I have been incredibly impressed. These women and men have struck me as exceptionally hard-working, supportive, dedicated, and caring. They have echoed again and again the pride they take in being part of such an innovative and cutting-edge community. With each and every glimmer of pride I've seen sparkling in their eyes, and

I am both deeply humbled and exhilarated by the confidence the presidential search committee and UNE Board of Trustees have shown in me. And I accept the charge of leading this great institution into the future.

For some time now, my name has been on the radar screens of the executive recruiting firms who make it their mission to identify prospective college and university presidents. Frankly, I'm not entirely sure how it got there. The fact is, I've been quite happy at Drexel. I've

found opportunities for professional advancement and have been able to continually tackle new challenges. I've been able to make a meaningful impact on an institution that is similar to UNE in many ways -- in its embrace of a public mission despite its status as a private university, in its entrepreneurial spirit, its civic mindedness, and its commitment to making an education accessible to students of all backgrounds. As a result, when those head-hunters came calling, I rarely gave whatever opportunity they were pitching more than a

passing glance. That is, until I learned of the opportunity at UNE. This is the first and only presidential search to which I have applied. And my decision to do so was not made lightly.

As I learned about UNE and its remarkable progress over the past decade... of its growing in so many ways while other small colleges and universities were buckling under the demographic and economic headwinds facing higher education, I just had to know more.

What President Ripich, together with her leadership team and the entire UNE community, have been able to do is truly amazing. At a time when the number of Maine high school graduates has been declining each year, UNE has grown its enrollment, its academic programs, its athletic programs, its cash reserves, and its reputation for the return on investment it offers students.

President Ripich has been credited for her vision, for looking at the changing landscapes of

higher education and the industries for which UNE prepares students, and staying ahead of the trends. It is essential, I believe, that we continue to look into the future in such a way and to design our programs accordingly.

There is widespread agreement across higher education that the coming decade will be the most challenging one yet. As our economy evolves at an unprecedented rate, colleges and universities are subject to increasing competition for students and increasing price

sensitivity. The students and parents who entrust us to provide a first-rate education expect us to deliver on that promise, and they deserve nothing less.

I believe UNE is well-positioned to continue offering exceptional value to its students. As uncertainties swirl regarding the future of health care and as industries are turned on their ear by new technologies, UNE's nimble and innovative spirit will be more valuable than ever. If we work together, and remain focused on the



future, we are well-positioned to confront the challenges ahead.

Over the coming months, my wife Lynn and I look forward to getting to know better the amazing people who make up UNE. We are thrilled to become part of the UNE family. I look forward to working with President Ripich and senior leadership to ensure a smooth transition. And I look forward to standing with you all as we lead this great university into its promising future.

Thank you.