



Newark, Delaware

Vice Provost for Libraries and Museums
and May Morris Librarian
Leadership Profile



WITT / KIEFFER
Leaders Connecting Leaders

Prepared by

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October 2015

This leadership profile is intended to provide information about the University of Delaware and the position of Vice Provost for Libraries and Museums and May Morris Librarian. It is designed to assist qualified individuals in assessing their interest in this position.

The Opportunity

The University of Delaware seeks an experienced, imaginative and collaborative Vice Provost for Libraries and Museums and May Morris Librarian, who will continue to strengthen the tradition



of excellent user service and innovation for which the University of Delaware Library is known. Reporting to the Provost, the Vice Provost is the chief administrator and chief financial officer for the University Library, the University Museums and the University Press, with the University Museums a new direct report for this position. The University Library is

comprised of the Hugh M. Morris Library, the main library in Newark, a high-density storage facility located 1.25 miles from campus, the Marine Studies Branch Library located in Lewes, Delaware, and the Chemistry and Physics Branch Libraries located in Newark.

As the central information and cultural resource for the University, the University Library and University Museums are essential partners in the scholarship, teaching and learning that take place across a wide range of colleges, schools, and research centers. The Library's recognized strength lies in its 2.8 million bound volumes, a broad range of electronic resources and databases, and its internationally known special collections with materials dating from the fifteenth to the twenty-first century. A member of the Association of Research Libraries (ARL), the Library is well respected for the early adoption of technological processes to identify, acquire and provide access to a broad range of resources.

The University of Delaware, tracing its roots to 1743, combines an inspiring tradition of academic excellence with contemporary state-of-the-art instructional and research technology. State-assisted but privately governed, the University is a community of 18,000 undergraduate students, 3,700 graduate students, 1,200 faculty and 165,000 alumni with strong active ties to the State and the region. Located in scenic Newark, Delaware, the University is within two hours of New York City, Philadelphia, Baltimore and Washington, D.C. For more information see <http://www.udel.edu>.

The University of Delaware aspires to play a consequential role in the course of human events. With a new president to be announced in the coming months, the University is poised for an exciting new era of promise and opportunity. The University's latest strategic plan, *Delaware Will Shine* <http://shine.udel.edu>, approved in March 2015 by the Board of Trustees, describes

the University of Delaware as one of the State's greatest assets and a partner in the State's economic, intellectual, and cultural health. The plan is built on a framework of seven grand challenges that the University seeks to address that will enable it "to positively impact the world" and that will guide its resource allocation and investment decisions. To tackle these challenges, the plan outlines five major initiatives, each of which impacts the University Library and University Museums:

- Foster an open and accepting campus culture
- Develop innovative academic programs
- Strengthen our world-class research and scholarship
- Advance a safe and healthy campus
- Enhance our collaborations with community partners.

The University Library, the University Museums and the University Press will play critical roles in supporting the University's strategic initiatives. The strategic plan also challenges every unit in the University to innovate, create, and imagine a new future for the University of Delaware that will both set it apart and drive progress towards a position among the top research universities in the world.

The Vice Provost's position is an extraordinary opportunity for a knowledgeable, skillful and experienced library professional to play a leadership role, in collaboration with a dedicated and talented professional, technical and disciplinary staff, to strengthen and enhance the role of the University Library, University Museums and University Press as innovative and dynamic institutional partners at one of the nation's preeminent student-centered research universities.



The Role of the Vice Provost for Libraries and Museums and May Morris Librarian

The next Vice Provost will play a significant role in sustaining and advancing the University Library, University Museums, and University Press as central resources at the University of



Delaware. The new incumbent must address far-reaching choices and complex challenges surrounding the technologies of capture, organization and preservation, as well as access to University collections. The Vice Provost will be asked to accelerate the evolution of the Morris Library as a learning and research commons; play a central role in elevating support from donors and other external sources; and advance a collaborative environment where the University Library, University Museums and University Press can become full partners in realizing University ambitions.

Many significant issues will face the next Vice Provost. On campuses across the nation, there is no university unit that has changed more rapidly than the university library. Technological advances have offered new opportunities for preserving and housing documents to ensure their conservation and availability. Pedagogical and technological innovations have changed the way that students learn and their expectations for how, when and where they interact with information. Models

for scholarly communication and the commitment to open scholarship have been bolstered by advances in open access, archiving and author rights. Rethinking and transforming existing physical and virtual spaces offer other opportunities for research and learning.

The University of Delaware University Library has been at the forefront of technological advances in collection development and dissemination. It has the distinction of being the first research university library in the nation to join the OCLC World Share Management Services, the cloud-based system that provides access to library holdings, and the first academic research library to implement the DELCAT Discovery System. Recognizing the changing practices in scholarly work, Library personnel have been instrumental in establishing a scholarly communications program and policy of open access for scholarly work passed unanimously by the Faculty Senate in April 2015. <http://guides.lib.udel.edu/scholcom/openaccess>.

Building on these innovations, the next Vice Provost will oversee and advance these digital directions and provide expertise, advocacy and direction for University work on critical topics, developments and strategies for wide-reaching publication of research and scholarship.

Opportunities and Expectations for Leadership

The next Vice Provost of Libraries and Museums will be expected to advance the University Library, the University Museums and the University Press by:

- Furthering their evolution as a research and learning commons and to understand and continue its high quality instructional programming;
- Serving as their principal advocate on campus and in professional and public communities and strengthening collaborations throughout these environments; and
- Providing expertise, advocacy and direction for university work in scholarly communication, open access publishing, digitization of selected resources, and related areas.

Specifically, the new incumbent will be asked to undertake the following critical tasks including:

- Strategic planning and implementation: The arrival of the next Vice Provost sets the stage for a focused planning process that translates the goals and directions outlined in *Delaware Will Shine* into actions for the University Library, University Museums and University Press. The University is eager for the Morris Library to continue its evolution as a knowledge and research commons that seeks new collaborative approaches and actively engages with the University community, advances ongoing innovative instructional services that further enhance digital learning and research, and engages the Library and its staff as active partners in research, teaching and learning. The Vice Provost will also be expected to align resources and budget with the strategic planning priorities, establish metrics for measuring success, and report on progress.
- Quality and innovation: An academic program review, an evaluation of the Library's special collections, and recent University of Delaware Library and Professional Staff (UDLAPS) surveys have identified significant assets to leverage and areas for growth and enhancement that would yield both immediate and long term impact. The next Vice Provost will be expected to reinforce and continue a rigorous program of assessment and usability testing, oversee efforts to ensure quality and continuous improvement in Library services, collection development, and access to information and materials, and to develop, plan and implement strategic improvements in the quality, usability and universal design of current Library space.
- Communication and advocacy: The Library serves as a critical asset not only for the university community but for the State of Delaware and its citizens. The Vice Provost thus occupies a singular role as the principal advocate for the importance of a strong research library on campus, across the State of Delaware, and nationally and internationally. The Library, offering many high quality programs and outreach opportunities, seeks a Vice Provost who can advocate for continued and effective access to resources for communities beyond the campus. The next Vice Provost must be able to communicate and advocate for the role of the Library in ways that open doors, remove potential barriers, and enable efficient and effective access to resources.

- Resource development: Sufficient fundraising for libraries and museums is another significant challenge facing research universities. At the University of Delaware, the Library has been a priority for University funding and has been supported financially with regular annual increases in the materials budget for almost two decades. Nonetheless, although there is significant recognition that increased resources are essential, there are many competing needs. The University Library enjoys the support of an active Library Associates group, but other sources of funding must be identified and engaged. The next Vice Provost will lead and participate in vigorous efforts to increase private philanthropic support for the University Library and University Museums, serving as the primary spokesperson for the University's collections to attract support for the priorities of the Library and Museums as outlined in its strategic planning process.
- Collaboration: One of the central tenets of the University of Delaware's strategic plan is the growth and development of the University's research profile, a priority that requires multidisciplinary and interdisciplinary collaboration throughout the University community. The University Library, the University Museums and the University Press serve as an important nexus for collaboration with faculty and researchers, a role that the Vice Provost and staff will be expected to reinforce with a creative and collaborative spirit. The University also wants the Library to expand its growing program of regional and national cooperation by seeking rigorous and deep partnerships for cooperative collection development.
- Staff development and team building: The arrival of new leadership for the University Library and University Museums presents the opportunity to evaluate the structure and responsibilities of the entire organization and to establish a new culture of team building, professional development, and succession planning. The staff would appreciate a nimble organization that enables collaborative problem solving across units while holding them accountable for results. A number of key positions are likely to open in the next one-to-five years due to possible retirements, offering the Vice Provost the opportunity to reshape the leadership team.
- University leadership: As a member of the Provost's leadership team, the Vice Provost occupies a critical academic leadership position within a collaborative, distributed campus leadership model. As such, the Vice Provost will be expected to support the University's mission, vision, and priorities in strategic discussions at the cabinet level as well as across campus.

Professional Qualifications and Personal Qualities

The ideal candidate will have the following qualifications:

Credentials and experience: At a minimum a master's in library or information sciences from an accredited ALA program or a PhD or other appropriate advanced degree, and a distinguished record of professional service and scholarship; at least ten years of successful leadership in a complex academic research library setting; appropriate experience, including budget and resource development, to ensure effective administration of the University Library, University Museums, and the University Press.

Leadership: Ability to develop and articulate a compelling strategic vision and to provide inspiring and entrepreneurial leadership that can advance the University Library and University Museums and University Press; ability to create and sustain the infrastructure and a culture that encourages and supports professionalism and staff achievement and a sense of shared purpose.

Understanding of digital technologies: Fundamental understanding of current trends in digital technology and scholarly communication, including the effective use of technology to enhance information discovery and access, advance opportunities for sharing knowledge, and house and preserve documents, including electronic materials.

Collaboration: Demonstrated talent for facilitating collaborative partnerships and cooperation across the University; a commitment to university-wide engagement across academic and administrative units; ability to foster productive relationships with regional and national libraries and consortia.

Fundraising: Capacity to serve as the primary fundraising spokesperson for the University Library, University Museums and collections, and a commitment to actively engage in fundraising activities in order to attract support for major projects.

Personal qualities: Highest personal integrity, energy and creativity combined with a collaborative spirit and a commitment to fostering diversity and inclusion.

University Library and University Museums

HUGH M. MORRIS LIBRARY

The Morris Library, where the main collection is housed, is a six-acre, four-floor building which has undergone several major renovations, most recently including a refurbishment of the main



Information Room completed in the fall of 2014. The Library is named in honor of a distinguished Delaware jurist, University of Delaware alumnus and chair of the Board of Trustees, and long-time supporter of the University Library. The May Morris endowment honors this pioneering

academic librarian and sister of Hugh Morris.

The Morris Library has 275 public access workstations, wireless access in all public areas, and a state-of-the-art 15,000 square foot Student Multimedia Design Center.

<http://library.udel.edu/multimedia/> The Morris Library also houses the University's internationally-known special collections, including rare books, manuscripts, and archival material from the fifteenth to the twenty-first century. <http://library.udel.edu/spec/>

The University Library provides wide-ranging services to diverse University communities. Recent projects have included the creation of an online exhibition site using the Omeka software, the delivery of XML EAD based finding aids using the XTF software, and the redesign and migration of the Library website to WordPress. Ongoing projects include work with the Colored Conventions digital humanities project, enhancements to the campus institutional repository, the creation of a new digital collections portal, efforts to directly embed content from digital collections stored in Artstor and DSpace into web pages, and the exploration of crowdsourcing. For additional information about Digital Humanities at the University of Delaware please visit <http://www.ihrc.udel.edu>.

Committed to outreach and to serving the people of Delaware, the University Library manages a statewide K-12 program called UDLib/SEARCH, a State-funded collaboration between the Delaware Department of Education and the University of Delaware Library, which provides online periodical and encyclopedia databases and teacher training to all public schools in Delaware. <http://udlibsearch.lib.udel.edu/>

CHEMISTRY LIBRARY AND PHYSICS LIBRARY

The Chemistry Library and Physics Library are branch libraries that serve students, faculty and staff in those scientific areas and related disciplines. Located on the second floor of Brown Laboratory and Sharp Laboratory, respectively on the Newark campus, the branch libraries provide a specialized collection of books, journals, and reference materials. The branch libraries also provides access to all University Library electronic resources, e-journals, e-books and databases and electronic access to course materials in those scientific areas.

<http://guides.lib.udel.edu/chemistrylibrary> - <http://guides.lib.udel.edu/physicslibrary>

MARINE STUDIES LIBRARY

The Marine Studies Library is a branch library serving the faculty, staff, and students of the School of Marine Science and Policy in the College of Earth, Ocean, and Environment. It is located on the Hugh R. Sharp Campus in Lewes, Delaware, in the Cannon Laboratory. This branch library provides a specialized collection of books and reference materials on marine biology and biochemistry; chemical, physical and biological oceanography; marine geology; and aquaculture. <http://guides.lib.udel.edu/marinelibrary>

More information about the University Library is available at <http://www.udel.edu/library>

UNIVERSITY LIBRARY MISSION

The mission of the University of Delaware Library advances teaching, learning, research and discovery for the University of Delaware Community by providing access to information worldwide, offering electronic, print and unique collections and establishing services and learning environments responsive to users' needs. As the most comprehensive and broadly based collection in the state of Delaware and as one of the largest research libraries in the nation, the Library supports the needs of the citizens of Delaware and the national and international scholarly community.

The University of Delaware Library 2014 Strategic Plan can be found at:

<http://library.udel.edu/wp-content/uploads/2015/09/University-of-Delaware-Library-Strategic-Plan-2014.pdf>

Library size of collections and use statistics and information about services can be found at:

<https://sites.udel.edu/ire/files/2014/08/85-libr-2gnbwc5.pdf>

CURRENT ORGANIZATIONAL STRUCTURE

The Vice Provost and Director oversees an Assistant Director for Library Operations, four Associate University Librarians, eleven heads of departments, and since October 2015, the Interim Director of University Museums. See Appendix II for University of Delaware Library Organization Chart.

MEMBERSHIPS AND AFFILIATIONS

The University of Delaware Library is an active member of the Association of Research Libraries (ARL), Center for Research Libraries, Coalition for Networked Information, Council on Library and Information Resources, Digital Library Federation, OCLC Research Partnership, SPARC, HathiTrust, the National Digital Stewardship Alliance and the National Network of Libraries of Medicine. The Library also belongs to the Chesapeake Information and Research Library Alliance (CIRLA), a voluntary not-for-profit organization of ARL educational and research institutions in Delaware, the District of Columbia and Maryland. Its purpose is to enhance education and research at member institutions through collaborative development of library collections service programs, and expanding the use of technology. <http://www.cirla.org/>

UNIVERSITY OF DELAWARE LIBRARY PERSONNEL POLICIES

The *University of Delaware Library Rank and Promotion System* document can be found at <http://www2.lib.udel.edu/personnel/promo.htm>

UDLAPS

The University of Delaware Library Assembly of Professional Staff (UDLAPS) was organized in 1989 to promote participation of professional staff in Library and University affairs and facilitates professional development. UDLAPS also responds to national and local issues concerning libraries. All professional staff of the University of Delaware Library are members of UDLAPS. <http://library.udel.edu/udlaps/>

UNIVERSITY OF DELAWARE LIBRARY ASSOCIATES

Founded in 1958, the University of Delaware Library Associates works to expand and enrich the research collections of the University of Delaware Library through gifts from members, funds raised by University of Delaware Library Associates programs and donations of significant books. <http://www2.lib.udel.edu/udla/>

UNIVERSITY MUSEUMS

The University Museums seek to enhance the cultural, educational and scholarly mission of the University of Delaware through the exhibition, online presentation, study, preservation and growth of its unique collections in 20th and 21st century American art (with particular strengths in the Brandywine School, African American art, and photography), minerals and pre-Columbian ceramics. Encompassing three respective spaces, University Museums are comprised of ***Mechanical Hall Gallery***, ***Old College Gallery***, and the ***Mineralogical Museum*** at Penny Hall. Together, the three spaces



function to promote and foster the University Museums' and the University of Delaware's shared commitment to the arts and education. <http://sites.udel.edu/museums/about/>

Partners in the scholarship, teaching and learning that takes place across a wide range of colleges, schools, and research centers, University Museums provides regular, rotating exhibitions and educational programming that support campus initiatives, most notably diversity and interdisciplinary research and teaching. University Museums works closely with the departments of Art and Design, Art History, and Art Conservation; exhibitions include selections from Morris Library's Special Collections when appropriate. The Mineralogical Museum displays approximately 350 specimens with a focus on crystallized minerals, including gem minerals, classics from early European and American localities and specimens from significant recent discoveries.

University Museums enriches and supports cultural life beyond the campus through the presentation of work by regional and international artists, outreach programs to selected audiences, and educational resources for regional schools and educators. The University Museums' exhibitions and programs attract art and mineral enthusiasts throughout the region.



UNIVERSITY PRESS

The University of Delaware Press publishes books in all fields of scholarship. Presently its major strengths are in literary studies, especially Shakespeare, Renaissance and Early Modern literature; Eighteenth-Century Studies; French literature; art history and history; and cultural studies of Delaware and the Eastern Shore. External readers are selected from among distinguished scholars in the appropriate fields. The Board is chaired by a University of Delaware Professor and is comprised of faculty members from University departments as well as the Vice Provost and Director of Libraries ex officio. <http://library.udel.edu/udpress/>

BUDGET AND STAFF

The Library and University Museums have a combined annual operating budget of approximately \$24 million, of which approximately \$10.5 million is for materials. There are approximately 140 employees in the Library and Museums.

University of Delaware: An Overview

Tracing its origins to 1743, the University of Delaware combines tradition and innovation, offering students a rich heritage along with the latest in instructional and research technology. The University is one of the oldest land-grant institutions in the nation, one of 19 Sea Grant institutions, and one of only 13 Space Grant institutions. The University receives external funding exceeding \$200 million annually. State-assisted but privately governed, the University is a community of approximately 18,000 undergraduate students, 3,700 graduate students, 1,200 faculty and 146,700 alumni. The University also has campuses in Wilmington, Dover, Georgetown and Lewes, Delaware.

The University ranks among the top 100 universities in federal R&D support for science and engineering. The Carnegie Foundation for the Advancement of Teaching classifies the University of Delaware as a research university with very high research activity, placing the University among three percent of academic institutions in the United States. The University also has received the Foundation's Community Engagement classification. For more information see <http://www.udel.edu/>

State-of-the-art facilities support UD's academic and public service activities. The University is now transforming a 272-acre parcel, the site of a former auto assembly plant, into the Science, Technology and Advanced Research (STAR) Campus. <http://www.udel.edu/star/>. For information about University of Delaware finances, facilities, enrollment and other areas see: <http://ire.udel.edu/ir/facts-figures/>.

For a virtual campus tour, please visit <http://www.udel.edu/admissions/virtual-tour/>

UNIVERSITY LEADERSHIP

Nancy Targett, Interim President
<http://sites.udel.edu/president/>

Domenico Grasso, Provost
<http://provost.udel.edu/about/about-the-provost/>

ACADEMIC UNITS OF THE UNIVERSITY

The University of Delaware offers degree programs ranging from associate (3 programs) to bachelor's (139 programs) to graduate programs (126 master's and 61 doctoral programs) through seven colleges in collaboration with more than 70 research centers.

The Colleges are:

- College of Agricultural and Natural Resources www.canr.udel.edu
- College of Arts and Sciences www.cas.udel.edu
- Alfred Lerner College of Business and Economics www.lerner.udel.edu
- College of Earth, Ocean, and Environment www.ceoe.udel.edu
- College of Education and Human Development www.cehd.udel.edu

- College of Engineering
- College of Health Sciences

www.engr.udel.edu
www.udel.edu/chs

For synopsis of undergraduate majors by college see: <https://sites.udel.edu/ire/files/2015/04/05-synopu-23ju5vx.pdf>

For Graduate majors by college see: <https://sites.udel.edu/ire/files/2015/04/07-synopg-191yr37.pdf>

FACULTY AND STAFF

Talented, dedicated faculty and staff are the engine that keeps the University of Delaware, a premier research and teaching institution, moving forward in our mission of excellence. Over 4,000 employees, including faculty, professional, salaried, and hourly staff, comprise the University's workforce.

University of Delaware distinguished faculty has included internationally known authors, scientists and artists, among them a Nobel laureate, Guggenheim and Fulbright fellows and members of the National Academy of Sciences, National Academy of Engineering and the American Association for the Advancement of Science.



Faculty Senate Library Committee

A Faculty Senate Library Committee serves as a focus for advising the Director and the faculty and/or the Faculty Senate as to policies and practices regarding the University Library.

http://facsen.udel.edu/FS/FS_Committees.aspx?CID=4

RESEARCH

During the past decade, external funding for University of Delaware research has increased steadily and now exceeds \$138 million a year. More than 75 research centers and institutes at the University reflect the diversity and rigor of the University's research interests as well as its commitment to improving the quality of life in Delaware and beyond. For research centers and institutes see: <http://www.udel.edu/research/centers/>

UNIVERSITY STRATEGIC PLAN 2015

Delaware Will Shine: Creating Our Future: <http://shine.udel.edu/>

Procedure for Candidacy

Inquiries, nominations, requests for the Leadership Profile and applications should be directed via email to the University of Delaware's consultants, Lucy A. Leske, Nancy Diamond, Ph.D., and Khalilah Lawson at UDelawareVPLibraries@wittkieffer.com. Review of applications will begin immediately and will continue until the position is filled. 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. Nominations and all inquiries will be treated in confidence and references will be contacted only with the prior knowledge and approval of the candidates. For fullest consideration, applicant materials should be received by November 30, 2015.

Employment offers will be conditioned upon successful completion of a criminal background check. A conviction will not necessarily exclude you from employment.

The University of Delaware is an Equal Opportunity Employer which encourages applications from Minority Group Members, Women, Individuals with Disabilities and Veterans. The University's Notice of Non-Discrimination can be found at <http://www.udel.edu/aboutus/legalnotices.html>

The University of Delaware does not discriminate on the basis of race, color, national origin, sex, disability, religion, age, veteran status, gender identity or expression, or sexual orientation in its employment, educational programs and activities, and admissions as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and University policies. The University of Delaware prohibits sexual harassment, including sexual violence. Inquiries or complaints may be addressed to:

*Susan L. Groff, Ed. D.,
Director, Institutional Equity & Title IX Coordinator
305 Hullihen Hall, Newark, DE 19716
(302) 831-3666*

For complaints related to Section 504 of the Rehabilitation Act of 1973, please contact:

*Anne L. Jannarone, M.Ed., Ed.S.
Director, Office of Disability Support Services
Alison Hall, Suite 130
Newark, DE 19716
(302) 831-4643*

Or contact the U.S. Department of Education - Office for Civil Rights.

The Delaware Discrimination in Employment Act ("DDEA") prohibits discrimination against an applicant or employee based on pregnancy, childbirth, lactation or related conditions. If you believe that you have been subject to pregnancy discrimination or retaliation, please inform a manager as soon as reasonably possible. The University of Delaware is committed to providing

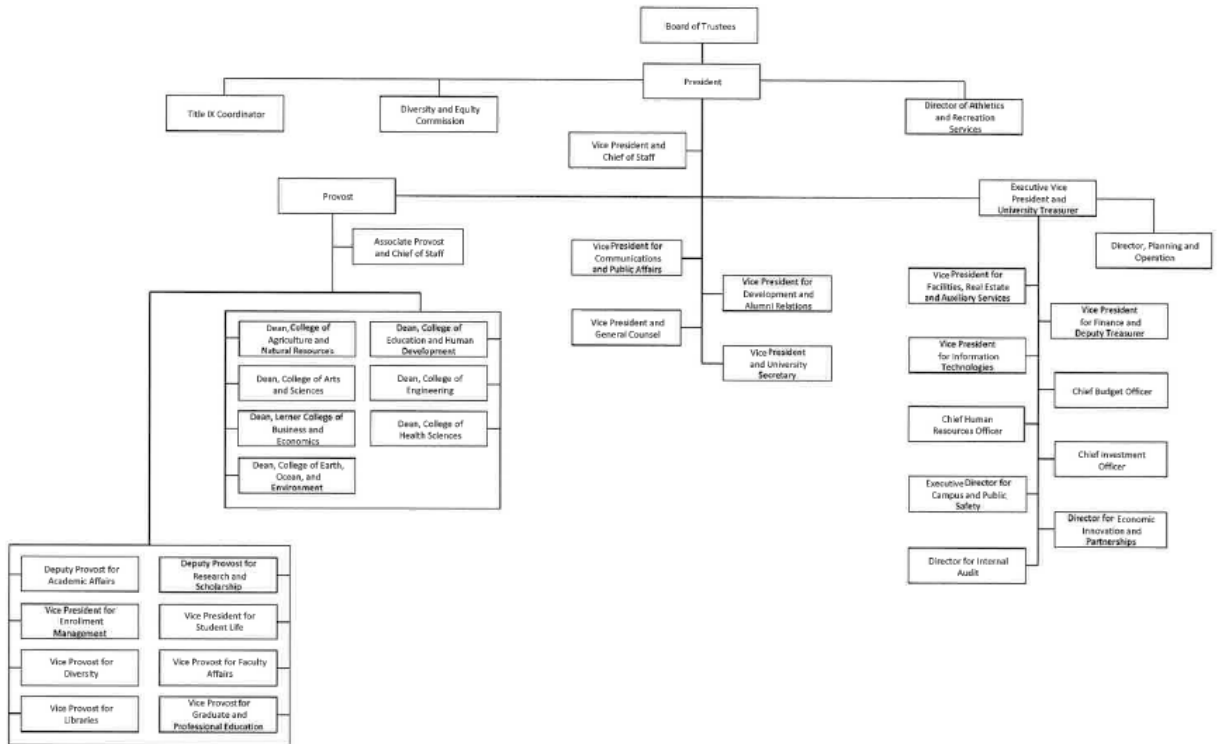
a workplace free from discrimination, harassment and retaliation, and will take prompt action to investigate and remedy the situation, as necessary.

The DDEA also provides for reasonable accommodations of known limitations related to pregnancy, childbirth, and related conditions, provided that the accommodation does not impose an undue hardship on the university. An employee need not be disabled to request such an accommodation. If you have a known limitation related to pregnancy that impacts your ability to satisfactorily perform the essential duties of your job, please inform your supervisor so that we can promptly begin the process of identifying a reasonable accommodation. Employees are encouraged to request a reasonable accommodation as soon as the need arises and prior to any performance issues. Employees will not be retaliated against for requesting or using a reasonable accommodation.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from the University of Delaware documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

Appendix I

University of Delaware Administrative Organization <https://www.udel.edu/aboutus/orgchart.pdf>



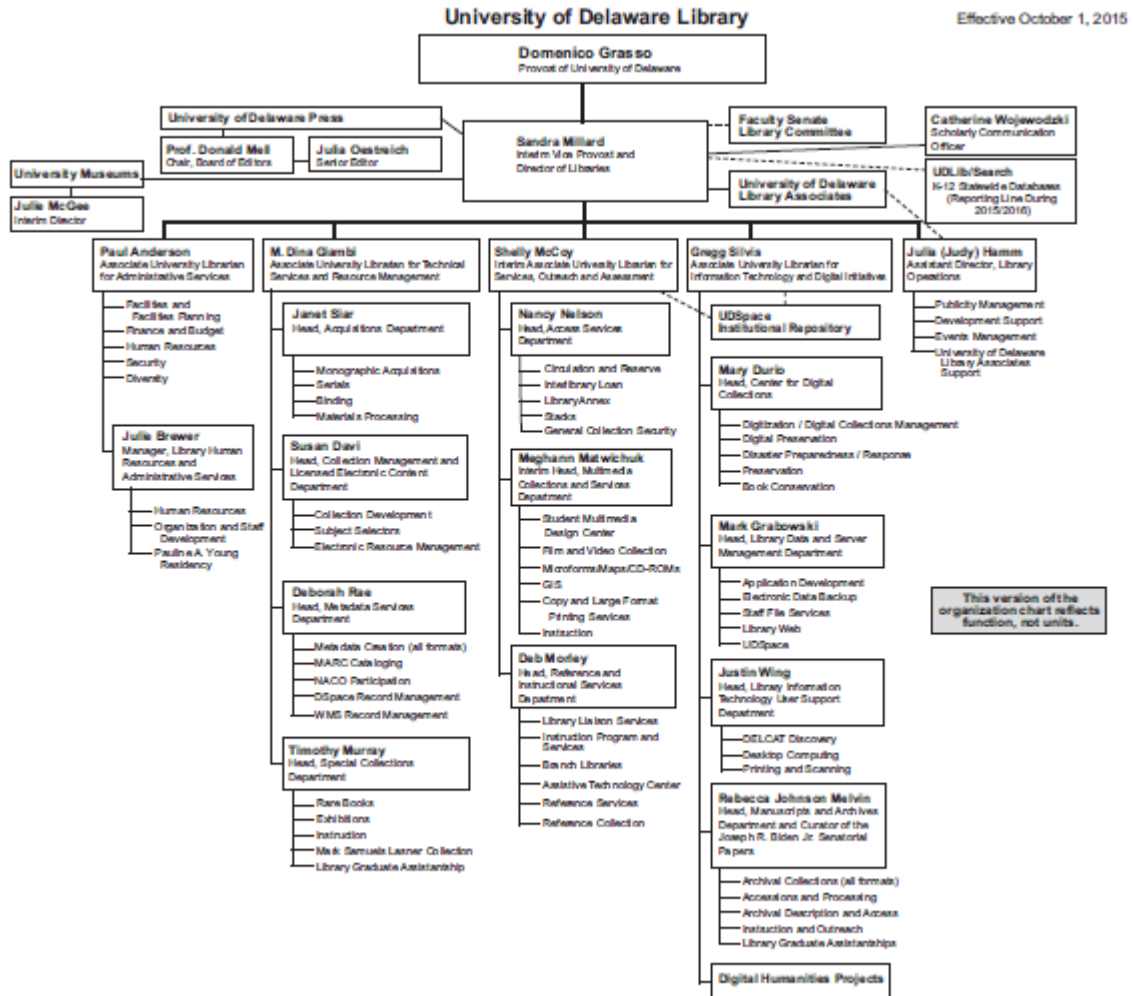
UNIVERSITY OF DELAWARE
 ADMINISTRATIVE ORGANIZATION

October 2014

Appendix II

University Library Organization Chart

http://library.udel.edu/wp-content/uploads/2014/09/organizationalchart_sept12015.pdf



WITT / KIEFFER

Leaders Connecting Leaders

Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm's values are infused with a passion for excellence, personalized service and integrity.