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## Academic Affairs Annual Report 2014

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# Academic Affairs



## 2014 Academic Affairs Annual Report



## Academic Affairs Annual Report



I am extremely proud to have the honor of leading the Division of Academic Affairs at the University of Maine. While 2013–14 was my first year as Provost, it was my 28th at UMaine. The growth of this institution as a research university over the past three decades has been remarkable. But equally important is that, as UMaine has grown, we have not lost the student-centeredness that is at the heart of everything we do. This report summarizes and samples highlights of the past year, and concludes with a discussion of the challenges we have faced, the steps we have taken to meet those challenges, and the plans we are developing to meet the challenges and opportunities that lie ahead. This report is intended to complement The University of Maine's 2014 Annual Report: Blue Sky Highlights.

The accomplishments summarized in this report speak volumes about the quality and work ethic of the faculty, administrators, staff and students comprising the Division of Academic Affairs. It is with distinct pleasure and great pride that I share this report with you.

Jeffrey E. Hecker  
Executive Vice President for Academic Affairs and Provost

July 1, 2014



# 2014 Academic Affairs Annual Report

## Overview

The 2013–14 year was remarkably productive for UMaine’s faculty, with well over 1,000 journal articles, books and other scholarly works published. There were 571 proposals submitted and 363 grants awarded in fiscal year 2014, with over \$43 million in total research awards, and over \$95 million in total research expenditures. Teaching productivity was also significant, with over 255,000 student credit hours taught and 1,957 degrees granted.

We took important next steps in implementing the Blue Sky strategic plan in 2013–14. One of those steps was the identification of UMaine’s Signature and Emerging Areas of Excellence. The transparent and inclusive process we engaged in as a university community was successful and laid the groundwork for strategic decision making in the years ahead. Through the open forums, online postings, concept papers, full proposal submissions and review teams, well over 300 UMaine community members engaged in the process. The Signature and Emerging Areas we identified together are:

### Signature Areas

#### Forestry and the Environment

- Sustainable Forests and Forest-Based Economy
- Forests, Wildlife and the Environment

#### Marine Sciences

- School of Marine Sciences
- Marine Research Solutions

#### STEM Education

- STEM Education Research
- Advancing STEM Education

#### Climate Change

- Climate Change Institute
- Changing Ecosystems and Climate: Impact on Animal and Human Health

#### Advance Materials for Infrastructure and Energy

#### College of Engineering

#### Honors College

### Emerging Areas

#### Graduate School of Biomedical Science and Engineering

#### Northeastern Americas: Humanities Research and Education

#### Data Science and Engineering

#### Sustainability Solutions and Technologies

#### Aging Research

#### Finance Education

Another important step in implementing the Blue Sky vision was developing an action plan to improve retention and graduation rates. A group of faculty and administrators worked together to understand the factors that impact student retention and persistence, as well as best practices for supporting students, from recruitment through graduation. Among the things I learned on this journey was that UMaine students stay in school and progress to graduation at rates similar to our peer institutions, and that there are already a wide variety of initiatives around campus that exemplify the best of best practices.



Nonetheless, I am convinced that with some realignment of existing resources and strategic new investments, we can achieve the Blue Sky goal of increasing retention by 5 percent and graduation rates by 10 percent. Toward that end, we have developed a three-year action plan that I will share with the UMaine community in the fall semester.

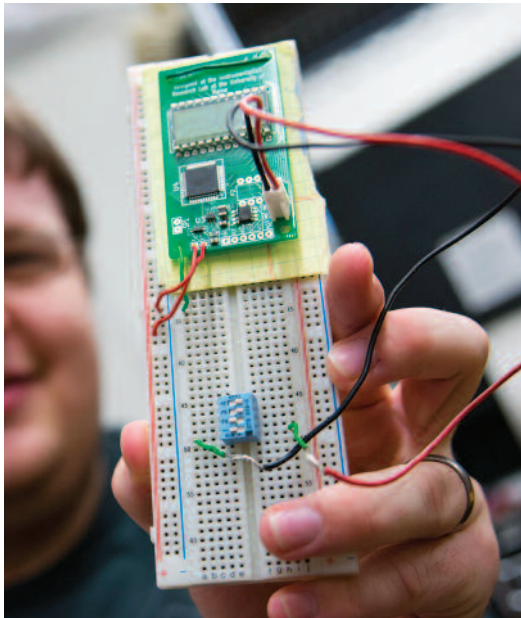
## II. Serving Maine

The University of Maine continues to be a vital public resource for the state of Maine. In 2013–14, the people and programs in the Division of Academic Affairs served the state and the region through community engagement, economic development and workforce development. Highlights include:

### Community Engagement:

- The Associate Dean for Community Engagement in the College of Liberal Arts and Sciences partnered with Faculty Senate to secure the renewal of UMaine’s Carnegie Community Engagement designation.

- CLAS faculty played leading roles in hosting and organizing the statewide National History Day, World Languages Day, Maine Science Olympiad and the Bangor Humanities Day.
- The Art Education program continued to engage with K–12 students and teachers through ArtWorks! and related service-learning projects.
- Eighty-five Social Work students invested over 36,900 hours in service to 70+ agencies, and eight Master of Social Work students conducted community-based research projects on topics such as child abuse, substance-affected infants, and teen pregnancy.
- The Conley Center provided services to the university community and the surrounding public while collaborating with off-campus professionals in 18 schools and health care settings to serve people with speech, language or hearing disorders.
- Earth Science and Climate Change Institute faculty collaborated with the Maine Center for Disease Control to develop regional-scale climate models for exploring local climate change and airborne disease vectors in Maine.



- The Department of Electrical and Computer Engineering offered \$10,000 in scholarships and helped organize the 11th Maine Learning Technology Initiative conference, attended by 1,200 teachers and students.
- UMaine's NSF-EPSCoR Track III Storm Water Project sponsored 60 high school students and 15 teachers from Bangor, Portland, Auburn and tribal communities for a week of learning and training in STEM fields.
- The College of Education and Human Development partnered with 19 public school districts to improve student learning through the Penobscot River Partnership.
- The Maine Business School and Net Impact, a student group, partnered with several businesses and nonprofits on sustainability-related projects and initiatives.
- The Honors College spearheaded the Sustainable Food Systems Research Collaborative, bringing together faculty, students and community partners to identify and address problems in the food system.
- UMaine's graduate students served the community through charitable works, donations, outreach, service and teaching. The

annual GradExpo showcased cutting-edge student research and creative achievement for the campus and the public.

- UMaine Cooperative Extension hosted the first Maine Food Summit, bringing together food producers and processors, NGOs, business owners and other community members interested in Maine's dynamic food system. These partners are influencing the Maine Food Strategy, a collaborative planning effort to make Maine more food independent and reduce food insecurity.
- Cooperative Extension's 4-H Engaging Youth, Serving Community Program continued to create youth-adult partnerships through community projects. This year, five teams of 224 young people and 97 adults devoted a combined 8,669 hours toward solving community problems.
- Through UMaine's Senior Companion Program, 121 volunteers helped 469 isolated or homebound seniors remain independent and in their homes. A recent study by the School of Economics showed that the program produces a minimum cost savings of \$4.6 million annually.
- Fogler Library Special Collections staff worked with representatives of the Passamaquoddy and Penobscot tribes to develop collaborative plans for preserving tribal histories.
- Partnering with staff in the College of Education and Human Development, Fogler Library received a \$43,000 IMLS grant for a Literacy to Go project to help local libraries and schools encourage early childhood literacy.

**Economic Development:**

- The Department of Communication and Journalism is working with the Maine Development Foundation, the New England Sustainability Consortium and the Seafood Links Project in a grant-supported effort to provide local, sustainable seafood for inland Maine.



- The Laboratory for Surface Science and Technology has partnered with Mega Industries, Environetix Technologies, Mt. Washington Railway, and Cerahelix on projects for local and state businesses.
- The School of Computing and Information Science has contracted with Magellan Global Technologies in Portland to develop indoor visualization on mobile devices.
- The School of Economics conducted 20+ economic or industry development projects in the past year, including outreach partnerships, impact studies and gap analyses.
- School of Food and Agriculture faculty and staff operate the Analytical and Soil Testing Lab, the Animal Health Lab, the Chemical Food Safety Lab, the Dr. Matthew Highlands Food Pilot Plant, the Process and Product Review testing facility, and the Sensory Evaluation Center, providing an array of economic services to Maine citizens and businesses.
- The College of Engineering completed 50+ external manufacturing development projects with companies statewide to add new products and processes to their manufacturing capabilities.

- Maine Business School faculty participated as mentors in the Top Gun program, a collaboration of the Maine Technology Institute, the Maine Angels organization, the Maine Center for Enterprise Development, and the university to provide training, resources and mentoring to innovation-focused entrepreneurs.
- School of Marine Sciences graduate student Jocelyn Runnebaum helped develop and write a recently funded project for studying Atlantic cod and cusk bycatch in the economically critical Maine lobster fishery.
- UMaine Extension and Experiment Station researchers have secured over \$1.6 million since 2010 for comprehensive applied research to increase farmers' capacity to produce high-quality food grains and organic feed grains for local markets.
- UMaine Extension's Animal Health Laboratory and the UMaine Aquaculture Research Institute partnered with Cooke Aquaculture USA in an effort to establish alternative practices increasing aquaculture productivity and sustainability.

- The Foster Center has continued to help Maine companies — including HR Foster, Androscoggin Bank and Howard Tool — commercialize innovations and implement innovation systems in their businesses.

### Workforce Development:

- The College of Liberal Arts and Sciences has expanded its pool of internship opportunities, with students interning as close to campus as Milford, Maine, and as far away as Chile, Costa Rica, Belize, Argentina and United Arab Emirates.
- UMaine continues training K–12 teachers in an array of fields, including the M.A.T. programs in French and Spanish, the Art Education program, the Music Education program, STEM Education programs, Canadian-American Center programs, and the DOE-funded Project Reach.
- Molecular and Biomedical Sciences, and the Graduate School for Biomedical Science and Engineering faculty taught an applied bioinformatics course at Mount Desert Island Biological Laboratory to graduate students and faculty statewide, with applications in research and classroom settings.
- Innovation and Economic Development offered one-day workshops in Portland, Augusta and Freeport for 69 public and private sector participants to introduce them to Innovation Engineering.
- The Target Technology Incubator provided counseling sessions reaching over 90 unique entrepreneurs and companies, and offered a number of workshops and seminars on topics such as social media and project management.
- UMaine's ADVANCE Rising Tide Center established the NSF-funded Maine Career Connect program, a regional hiring consortium designed to help partners and professionals seeking employment in the region by connecting them with employers and resources, while supporting transitions for dual-career couples.

## III. Culture of Excellence

One of the many strengths that the University of Maine has to offer is the outstanding quality of its faculty, staff and students. The following section samples the many UMaine community achievements that perpetuate the culture of excellence on our campus. The University of Maine is proud of the accomplishments of its faculty, staff and students, and will continue to provide an environment to nurture and support future academic endeavors by providing such vital contributions as matching funds, new faculty start-up packages, seed funding, release time, equipment grants and student support.

### Faculty Achievements

#### College of Natural Sciences, Forestry, and Agriculture

- Mary Jane Perry (SMS, DMC) received the 2014 Distinguished Maine Professor Award.
- Malcolm Shick (SMS) received the 2014 Presidential Outstanding Teaching Award.
- Robert Wagner (SFR) received the NSFA Outstanding Public Service Award.
- Michael Kinnison (SBE) received the NSFA Outstanding Teacher Award.
- Peter Jumars (SMS, DMC) received the NSFA Outstanding Researcher Award
- Lenard Kaye (SSW) received the UMS Trustee Professorship for 2014–15.
- Robert Wheeler (MBMS) received a Burroughs Wellcome Fund 2014 Investigator of Infectious Disease Award.
- Timothy Waring (SOE) was awarded a NSF Career Award to study the evolution of local foods organizations.
- Douglas Gardner (SFR) received the Society of Wood Science and Technology Distinguished Service Award.
- Rhian Waller (SMS, DMC) became a Fellow of the Explorers Club and received an award from Women Divers Hall of Fame.
- Allan Smith (CSD) received the Bette Ann Harris Distinguished Alumni Award, Massachusetts General Hospital Institute of Health Professions.



- Annette deCharon (SMS/DMC) received a NASA Group Achievement Award.
- Benildo de los Reyes (SBE) received the International Collaborative Research Award from the National Institute of Genetics, Mishima, Japan.
- Kathleen Bell (SOE) received the Outstanding Service Award from Northeastern Agricultural and Resource Economics Association.
- Robert Wagner (SFR) received the Abby Holman Public Service Award, Maine Forest Products Council.
- Lee Karp-Boss (SMS), Robert Lilieholm (SFR), Kathleen Bell (SOE), Denise Skonberg (SFA), Richard Wahle (SMS), Jasmine Saros (SBE/CCI), Gayle Zydlewski (SMS), Aaron Weiskittel (SFR) and Jessica Leahy (SFR) were selected for the UMaine Blue Sky Faculty Fellows Program.
- Balu Nayak (SFA), Mary Shea (SON), Faren Wolter (WFCB), Karl Kreutz (ERS) and Tim Bowden (SFA) were named CUGR Research Fellows in recognition of their work with undergraduates in their research programs.
- Robert Seymour (SFR) won the 2014 Carl Alwin Schenck Award from the Society of American Foresters.

- Rob Lilieholm (SFR) and Spencer Meyer (Ph.D. student in SFR) received the President's Research Impact Award.

### Maine Business School

- John Mahon delivered the 2014 Corporate Public Affairs Oration at the Corporate Public Affairs Centre, Melbourne, Australia (June 2014).
- Terry Porter spent the spring 2014 semester at the University of Cardiff (U.K.) as a Fulbright Scholar, researching business approaches to sustainability (Spring 2014).
- Robert Strong is Chair of the Board of Directors of Bangor Savings Bank. This \$2 billion, 750-employee bank is the eighth largest mutual bank in the United States and was recently named by J.D. Power as the best bank for customer service in New England. He serves also on the board of directors for the Bangor Savings Bank Foundation.
- Niclas Erhardt is an Advisory Board Member for Double-Blue Sports Analytics, a startup company.
- Harold Daniel consulted for the Four Directions Development Corp., for a survey of the general population in the U.S. and Canada



to assess the commercial potential of voluntourism as a product of Maine's Native American tribes. He also served on the Wabanaki Cultural Tourism Task Force and the Wabanaki Voluntourism Committee.

#### Honors College

- Robert Glover received the 2014 Maine Studies Research and Creativity Award.
- Melissa Ladenheim and Jordan Labouff received the Distinguished Mentor Award from All Maine Women.

#### College of Education and Human Development

- Chris Nightingale (Athletic Training) received the John Nash Award for Best Multidisciplinary Abstract from the American Chiropractic Board of Sports Physicians.
- Stephen Butterfield (KPE) was appointed to the associate editors board of Perceptual and Motor Skills.
- Craig Mason (CRE) serves as the Vice Chair for the Friends for the National Center for Birth Defects and Developmental Disabilities.
- Dan Capps (Science Education) was named to the editorial board of the Journal of Science

Teaching and was named Co-Chair of the National Association for Science Education.

#### College of Engineering

- Adriaan van Heiningen (FBRI) was awarded the Certificate of Distinction from Pulp and Paper Technology Association of Canada and was honored with Life Time Achievements at the 63rd Canadian Chemical Engineering Conference in Fredericton, NB, Canada.
- Hemant Pendse (FBRI) was named the 2014–15 Chair of the Transport and Energy Processes Division of the American Institute of Chemical Engineers.
- Habib Dagher (CIE, Advanced Structures and Composite Center) received the Best Paper Award at the proceedings of the Texas Section of the Society of Naval Architecture and Marine Engineers 19th Offshore Symposium.
- Ali Abedi (ECE) received the IEEE Region 1 Enhancing IEEE Industry Relationship Award.
- Yifeng Zhu (ECE) supervised a high school student (Isaac Robinson) who won INTEL Excellence in Computer Science Special Award.



- Scott Dunning (SET) is President-Elect of the Association of Energy Engineers.

#### College of Liberal Arts and Sciences

- Laurie Hicks (ART) was named a National Art Education Association Distinguished Fellow for her lifelong contributions to the field.
- Justin Wolff (ART) received the 2013 Honor Book Award from the New Jersey Council of the Humanities for *Thomas Hart Benton: A Life*. This is the book's second award.
- Stephen Hornsby (CAN) received Canada's Pierre Savard Award for *Surveyors of Empire*. This is the book's third award.
- Scott See (HTY) was Fulbright Visiting Research Chair in Society and Culture at the University of Halifax.
- Doug Allen (PHI) delivered the Mahatma Gandhi Lecture, the keynote for the Indian Independence Day celebrations at the Gandhi Research Foundation in India.
- Alan Davenport (PHY) is now President of the Middle Atlantic Planetarium Society.
- Robert Glover (POS, Honors) received the Donald Harward Award for Service-Learning Excellence.

- Tom Mikotowicz (THE) received the 2013 Moss Hart Memorial Award for best college/university production from the New England Theatre Conference for *Spring Awakening*.

#### Division of Lifelong Learning

- Charles Scontras, an emeritus historian who works with the Bureau of Labor Education in an unpaid status, won the 2014 Barbara Hikel Award.

#### Blue Sky Faculty Fellows

- This innovative program, designed to help faculty communicate more effectively with the public, the legislature and the media, was developed and launched by Laura Lindenfeld (CMJ, Margaret Chase Smith Policy Center), with funding from the Office of the President and coordination from Innovation and Economic Development, Academic Affairs and Human Resources.

#### Research and Scholarship

##### College of Natural Sciences, Forestry, and Agriculture

- NSFA faculty, staff and students are active scholars who published 388 refereed publications and 152 other publications, and gave nearly 800 professional presentations. College faculty averaged 2.8 refereed publications per FTE.
- NSFA faculty also authored numerous reviews and books. Among them, Len Kaye (SSW) and Edward Thompson co-edited *A Man's Guide to Healthy Aging: Staying Smart, Strong and Active*, which the *Wall Street Journal* cited as one of the "Year's Best Books for the Road Ahead."
- NSFA faculty secured more than \$21.9 million in external grants — approximately 43 percent of UMaine's total. This included \$4.3 million in IDC, accounting for 46 percent of the UMaine total.
- NSFA had \$786,000 in industrial support



Photo by Edwin Remsberg

provided by 50 businesses and related organizations, financial institutions, manufacturers, industry associations, laboratories and pharmaceutical companies.

**Maine Business School**

- MBS faculty published 18 journal articles and seven book chapters last year, and made 28 presentations at research conferences, in addition to 11 presentations at other venues. This count includes published and accepted papers.
- Stephanie Welcomer was a co-PI for a Sustainability Solutions initiative for \$59,000.

**Library**

- The Hudson Museum’s Jane Gruver Molas Collections and the Honors College newsletter *Minerva* were added to the repository.
- Technical Services staff created presentations about the Digital Commons for faculty and other potential users.

**Honors**

- Honors faculty, staff and students published 78 papers and gave or made 163 presentations,

16 exhibitions, 16 performances or readings, and one audio recording.

- The faculty advised 10 Honors theses, served on 52 Honors thesis advisory committees and published 10 refereed articles, with 15 more submitted or accepted. The group was responsible for 33 presentations individually and with students. In service to their various professional organizations and journals, they reviewed 21 articles and books.
- The college received 11 external grants and four internal grants. The external funding level was about \$730,000.
- The college is a partner in the Idea Network for Biomedical Research Excellence (INBRE) consortium grant with Mount Desert Island Biological Laboratory. The grant has been renewed for five years, with \$105,000 in funding per year to teach HON 150, 155 and 350, and to offer about 12 fellowships per year for undergraduate and Honors thesis research.

**Cooperative Extension**

- Faculty and staff published 36 articles and eight proceedings.
- Extension is realizing significant success in disseminating information in the digital age as

a result of prioritizing technology delivery in recent years. This year’s statistics include:

- Extension’s stable of 60 websites received 2,461,218 total page views. Digital publication viewing and downloads accounted for 837,707 page views (34 percent of total).
- The online catalog now contains more than 70 publications, each with embedded educational videos.

**College of Education and Human Development**

- Faculty, staff and students are active scholars who published 45 articles, 15 books, seven proceedings, 24 technical reports and five abstracts. In addition, faculty presented their work at 18 international and 34 national conferences, 17 regional and 17 state meetings, and eight local conferences.
- When compared to 2012–13, faculty scholarship and research grew in 2013–14 in almost all categories, most notably in refereed articles.
- The college received 14 new research awards totaling \$3,318,714. Twenty-four proposals are pending for a total of \$27,686,486.

**College of Engineering**

- Faculty, staff and students have been active in disseminating their work, publishing 93 refereed journal articles, six books and book chapters, 49 conference papers and 91 conference presentations. In addition, there were seven patents awarded in this academic year.
- Total research funding for the College of Engineering totaled \$9.86 million. The total funding includes sponsored funding (\$6,485,331), UMaine cost share (\$1,463,481) and nonsponsored industrial funding (\$1,906,747). The sponsored indirect cost is \$1,349,558.

**College of Liberal Arts and Sciences**

- Faculty reported 251 refereed publications, 21 books, 103 other publications, 159 performances and exhibitions, and 346 presentations. Twelve faculty served as editors or assistant editors of scholarly journals, 41 as members of editorial boards and 13 as officers or committee members for professional associations.
- Faculty reported \$21,008,617 in extramural grants, a dramatic increase from the \$5,917,000 reported in AY12–13.

**Division of Lifelong Learning**

- The division received \$500 from the University of Maine Foundation to provide awards to recognize Maine Studies student research, both graduate and undergraduate.





#### IV. Student Engagement and Success

The development of active, engaged and successful students is central to the academic mission of the university and integral to the goals of the Blue Sky Plan. Academic Affairs is proud to celebrate our students' remarkable achievements in 2013–14, even as we build a framework to ensure ongoing excellence.

##### *Enrollment Management*

Every college developed targeted enrollment initiatives in collaboration with Enrollment Management in 2013–14. Some highlights include:

- The Honors College succeeded in reaching its goal of 333 incoming students for the Class of 2018.
- The Division of Lifelong Learning partnered with STAMATS to launch a marketing campaign for four new online graduate offerings: Interprofessional Gerontology, Bioinformatics, Digital Curation, and Engineering and Business.

- The School of Social Work and the School of Economics in Natural Sciences, Forestry, and Agriculture were key recruiting and curriculum-development partners with our Study Group International Study Center.
- The College of Education and Human Development partnered with Enrollment Management, Marketing and Communications, and Black Bear Athletics to boost students' awareness of its academic programs and related initiatives.

##### *Student Performance: National Boards and Exam*

UMaine students' performance on certification/licensing boards and exams continues to be outstanding. Some highlights:

- One hundred percent of the College of Education and Human Development's elementary and secondary education students passed the Praxis II exam in 2013–14, and 90 percent of its athletic training students passed the athletic trainers' certification exam (the national average is 50 percent).

- Every graduating Art Education major in the College of Liberal Arts and Sciences passed the national PRAXIS examination.
- In the College of Natural Sciences, Forestry, and Agriculture, the passage rates for national boards and exams by graduates in MSW, dietetics, speech-language pathology and nursing were 97 percent, 100 percent, 100 percent and 97 percent, respectively.

##### *Retention and Graduation Initiatives*

I formed the Advisory Group on Retention and Graduation in fall 2013, and charged it with collecting data and evaluating best practices leading to incremental improvement of retention rates, graduation rates, and student success at the University of Maine. The group completed its work in May 2014 and we finalized the Action Plan for Retention and Graduation in August. Key initiatives slated for implementation over the next two years include:

- The creation of a Student Information Office in the Memorial Union designed to provide a wide array of academic and student-life resources for undergraduates.
- A significant restructuring of the Explorations and Foundations Programs, aimed at improving retention and progression rates for our first-year students, while broadening their academic options in the sophomore year and beyond.
- Launching the Engaged Black Bear Initiative, in which students earn e-badges for participating in a range of activities in clustered areas of the academic and student-life experience (e.g. Service-Learning and Community-Based Research; Leadership & Civic Engagement; Service and Volunteerism), under the direction of the Associate Dean for Community Engagement in the College of Liberal Arts and Sciences, in partnership with the Bodwell Center for Service and Volunteerism, and related campus resources.

##### *Degrees Granted and Post-Graduate Employment*

UMaine's five academic (degree-granting) colleges reported the following total degrees conferred (undergraduate and graduate) in 2013–14:

- Education and Human Development: 372
- Engineering: 312
- Liberal Arts and Sciences: 621
- Maine Business School: 228
- Natural Sciences, Forestry, and Agriculture: 445

Among these were 82 degree recipients who graduated with the Honors designation awarded by the Honors College. In addition, 14 students earned Bachelor of University Studies degrees in 2013–14 through the Division of Lifelong Learning.

##### *Athletics and Academics*

- For the 11th consecutive year, more than 50 percent of our student-athletes were honored for academic success. A record 195 achieved or maintained a GPA of 3.0 or higher, and 66 new students were named "Rising Stars" for earning a 3.0 or higher in their first semester of study.
- Soccer, and Men's and Women's Cross Country earned NCAA recognition in the latest APR (Academic Progress Rate) report for ranking in the top 10 percent of all teams in their respective sports. In addition, Women's Cross Country earned its ninth consecutive perfect score on this index, while compiling a team GPA of 3.64 — the top cumulative GPA among the 141 teams competing in America East sports.
- Four Black Bear squads earned the highest 2013–14 American East GPA in their respective sports: Women's Basketball (3.34), Women's Cross Country (3.64), Women's Indoor Track and Field (3.45), and Women's Outdoor Track and Field (3.48).
- In 2013–14, 83 student-athletes graduated from UMaine.



### Alumni

Current data on recent UMaine graduates reveal strong success in job placement. Sixty-eight percent of those responding to the latest Life After UMaine survey are employed full-time and another 17 percent are employed part-time. Eighty-four percent of those employed full-time are working in a job related to the degree they earned at UMaine.

Three out of every four respondents with roots in Maine have stayed and found work in the state, as have almost 20 percent of out-of-state grads. Whether graduates stay close or find jobs elsewhere, the overall placement rates in several fields of study are very strong. For example, 91

percent of recent engineering graduates have secured full-time employment. In fact, nearly two of every 10 recent grads are employed in an engineering- or architecture-related field, while more than a quarter work in either an education- or health care-related field (all fields broadly defined). Another 25 percent of respondents are now attending graduate school.

A critical measure of UMaine's success in delivering a high-quality education is found in our students' perceptions of their time at the university. In response to the question "How well did your UMaine experience prepare you for your job?" 91 percent reported that it prepared them "very well" or "moderately" well.

### V. Challenges and Planning Ahead

The accomplishments summarized above are all the more remarkable in that they were achieved in the context of significant and ongoing budgetary challenges. Clearly, as we planned for 2014–15, managing a very significant budget cut was our most daunting task. The University of Maine needed to reduce its fiscal year 2015 budget by \$9,670,093 and the Division of Academic Affairs was responsible for identifying \$4,958,920 of the total cut (a portion slightly smaller than the division's percentage of the total E&G budget).

Early on, the decision was made to preserve areas of recent and anticipated growth, high productivity and excellence as much as possible and, therefore, not to distribute the cut "across the board" (e.g., proportionally to each unit in the division). The budgets for the College of Engineering, Honors College, Office of Research and the Graduate School were held constant, and the cut was distributed across the remaining units within the division. My office worked closely with the Deans and Directors to minimize the impact of the cuts on their areas. Not surprising, the primary means of meeting the budget cut targets was through the elimination of faculty and staff positions that were vacant or would become vacant in fiscal year 2015. In total, 30 faculty lines were eliminated (25.2 full-time equivalent). The net faculty loss, however, was not this large, as 10 lines were invested into the faculty: Two lines were professors returning to the ranks of the faculty after having served in full-time administrative positions, two positions were moved from soft-funding to E&G, and one faculty position was added through UMaine's partner accommodation program. The other five positions are lectureships invested in areas of critical instructional need. Funds for these five positions were reallocated from areas outside of Academic Affairs as the result of negotiations between the Office of Academic Affairs and the Office of Administration and Finance. The net



reduction in base-funded full-time equivalent faculty positions from fiscal year 2014 to fiscal year 2015, therefore, was 15.2.

UMaine's strategic plan calls for enrollment growth and we have been making significant progress toward that goal in the past two years. The fall 2013 first-year class was the largest on record and the fall 2014 class promises to be almost as large. Enrollment growth is essential for UMaine to achieve financial sustainability. Enrollment growth, however, presents challenges, particularly in the face of a shrinking faculty. Meeting the instructional needs of our growing student body was a key consideration as we planned the fiscal year 2015 budget. Twelve additional faculty lines, 10 additional graduate teaching assistantships and additional funds for adjunct faculty hiring were included in the budget plan. Funds for these positions are not base-budgeted (i.e. they are not replenished annually), but rather are one-time funds (i.e., once they are used, they are gone). Eight of these new faculty lines are visiting assistant professor positions with two-year appointments and four are one-year positions at the lecturer rank. With these investments, we are confident that we can meet students' instructional needs.

The fiscal landscape for the next few years promises to continue to be a challenging one. That fact accentuates the importance of planning and vision. In the words of George Harrison, "If you don't know where you're going, any road will take you there." Let me highlight three areas that

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will play important roles in our planning process in the coming year: Strategic Visioning, Enrollment Management and Collaboration.

**Strategic Visioning:** We completed the exercise to identify our Signature and Emerging Areas this past year. The areas we have designated will influence our decision making around resource allocation and procurement in the coming year. Consideration of the health of our Signature and Emerging Areas will impact decisions about faculty hiring, allocation of discretionary funds and support for new initiatives. The areas will feature in our discourse with the state legislature, as well as our federal delegation. And the Signature and Emerging Areas will inform our fundraising goals and strategies.

Strategic thinking about the academic and research programs included in the UMaine portfolio will continue in the coming year. As we did with the Signature and Emerging programs, we'll engage in a campuswide dialogue, this time focused on "foundational areas." The broad question that will guide this discussion: "What areas are essential to the educational and research mission of a land grant university in the 21st century?"

**Enrollment Management:** Strategically managing UMaine's enrollment is essential to the financial sustainability of the institution. The Division of Academic Affairs will partner with the Division of Enrollment Management to

continue enrollment growth. Four target areas have been identified: graduate education, online programs, international students and student retention. Plans for each of these areas are in various stages of development and will appear in the coming academic year.

**Collaboration:** The health and well-being of the University of Maine is inextricably tied to the health and well-being of the University of Maine System. UMS has launched an initiative to reorganize academic programs across the System in order to achieve three goals: increased access (i.e., increase enrollment), improved quality and reduced costs. UMaine will be an active participant in this work; the goals for our institution are the same as those of the System. I will be working closely with the leadership of the Faculty Senate to ensure that the UMaine faculty voice plays a prominent role in these discussions.

In closing, 2013–14 was a productive year in Academic Affairs during which we made important strategic advances and managed significant challenges. The coming year undoubtedly will present its own challenges and opportunities. I look forward to working with the outstanding faculty, administrators, staff, students and external stakeholders who make up the UMaine community as we face the challenges, and take advantage of the opportunities we encounter.

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