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Blue Sky Impacts



THE UNIVERSITY OF
MAINE

2013 Annual Report



2013 Annual Report

Blue Sky Impacts

“As you read this Annual Report and realize the substantive impacts of this remarkable community of scholars at the University of Maine, I am sure that you will share with me the pride and appreciation for each member of the University of Maine family who has contributed to this institution’s growth and success.”

President Paul W. Ferguson

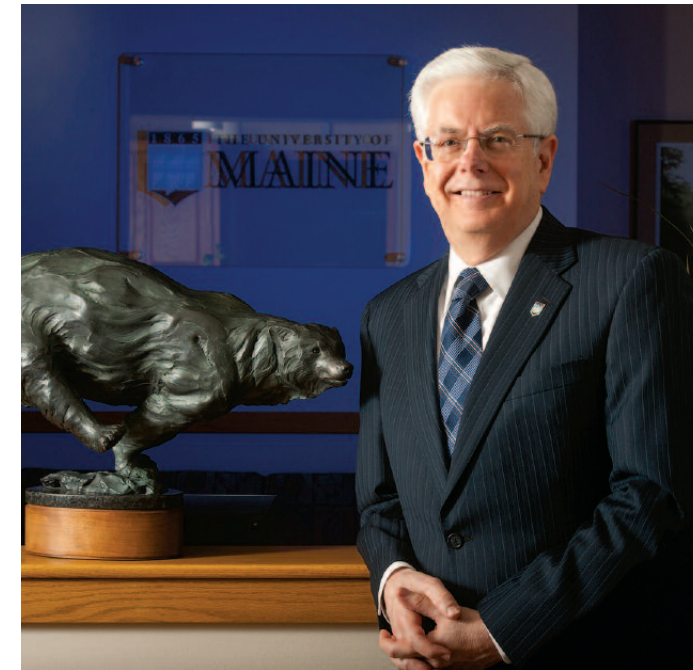
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1865 THE UNIVERSITY OF
MAINE

Introduction



I am pleased to introduce to you this milestone document from the University of Maine. In this publication, you will be able to see the successful progression of our strategic plan, the Blue Sky Plan, from creation to integration. As UMaine moves into the third year of the Blue Sky Plan, the strategic initiatives first conceived have been diligently addressed through implementation teams and, now, have been integrated into the work of the campus.

To ensure the success of the Blue Sky Plan through realization of the strategic initiatives, the University of Maine is committed to annual self-assessment and measurement of our progress. This document reflects the annual review process at the University of Maine and attempts to present the highlights of our work successfully accomplished and our work yet to be done. This Annual Report, the first of its kind, integrates the

work of many administrators, faculty, staff and students within the context of the Blue Sky Plan — a true integration of our work and vision. I encourage you to review the Blue Sky website for a comprehensive understanding of the work of the UMaine community (umaine.edu/bluesky).

The outline of this Annual Report follows the outline of the Blue Sky Plan and provides essential highlights of the University of Maine during 2012–13 that support the major Blue Sky Pathways of:

1. Serving Our State: Catalyzing Maine's Renewal
2. Securing Our Future: Ensuring Financial Sustainability
3. Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration
4. Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience
5. Restoring the Dream: Renewing Pride and Stewardship of Place

As you read this Annual Report and realize the substantive impacts of this remarkable community of scholars at the University of Maine, I am sure that you will share with me the pride and appreciation for each member of the University of Maine family who has contributed to this institution's growth and success. Although we continue to face significant challenges ahead, this document is a testament to their commitment and talent working to distinguish the University of Maine as the most student-centered and community-engaged of the American Research Universities.

With best personal regards,

Paul W. Ferguson
 President

1

IN THIS CHAPTER

- **Innovation and Economic Development**
- **University of Maine Research Centers**
- **Cooperative Extension**
- **College-Based Programs and Initiatives**
- **Cultural Contributions**
- **Life After UMaine: Where Our Students Go and Impact on the Maine Workforce**
- **Economic Impact of the University of Maine**

Serving Our State

Innovation and Economic Development

To achieve the goals of the Blue Sky Plan and raise the visibility of innovation and economic development efforts at the University of Maine consistent with Pathway 1, the Office of Innovation and Economic Development (OIED) was formed this year under the leadership of Vice President for Innovation and Economic Development Jake Ward. The unit consists of the Department of Industrial Cooperation, Foster Center for Student Innovation and Economic Development Programs, and Technology Commercialization through the Target Technology Center.

OIED provided significant leadership this past year to leverage UMaine assets to build Maine's economy, including:

- Evolution of the Blackstone Accelerates Growth Project, a \$1.5 million partnership with the Blackstone Charitable Foundation, to promote Accelerating the Next Generation and Accelerating Connections Programs that provide extensive scholarships for Innovation Engineering courses and obtain business internships for students throughout the University of Maine System.
- Collaborative meetings with the Maine Department of Economic and Community Development.
- Working with Mobilize Eastern Maine, whose top priority is to promote the research and development assets at the University of Maine.
- Partnering with the Maine Center for Entrepreneurial Development (MCED) and the Maine Aquaculture Innovation Center (MAIC), the Target Technology Incubator created the Maine Business Incubation System with grant support from the Maine Technology Institute. This system combines the resources of the state's three technology business incubators, including UMaine's Target Technology Incubator, to serve technology start-ups statewide by providing advice, business support and informational seminars.
- Initiation of the University of Maine Website Access for Businesses, a portal to resources for Maine businesses.
- Volunteer service of OIED leadership on statewide organizations, such as the Bangor Chamber of Commerce Biz-Action Committee, Maine Center for Entrepreneurial Development Board of Directors, as well as Grow Portland and the Maine Municipal Association, which are building effective partnerships for economic growth.
- Vice President Ward's service on the Maine Development Foundation's Board of Directors, promoting UMaine's partnership and leadership in statewide development activities, such as Leadership Maine, Educators Leadership Experience for high school superintendents and principals, and the Maine Policy Leaders Academy for new legislators, which now includes forums and events with UMaine.
- OIED staff provided significant legislative support to the President, Cabinet and University of Maine System by:
 - Chairing the President's Governmental Affairs Committee.
 - Leading orientation programs and information sessions for 70 new legislators.

- Coordinating with UMaine faculty member Dr. Laura Lindenfeld to conduct a survey to better understand the perspectives and opinions of the legislature about the University of Maine in order to enhance communication and service.
 - Coordinating support for public hearings, work sessions and meetings between UMS administrators and legislators related to six key bills involving R&D, the Maine Technology Institute, offshore wind, Bridge Year, UMaine Diagnostic Lab and university infrastructure.
- OIED supported a variety of UMaine faculty and staff development needs, including:
 - Support for industrial contracts, technology development and commercialization (including providing webinars), spin-off and start-up companies, and governmental relations at both the state and federal levels.
 - The Foster Center and the Innovation Engineering Program have offered training in how to teach and use Innovation Engineering systems and principles.

In addition to promoting economic development with partner companies, OIED sponsored a diverse number of educational and outreach programs to encourage entrepreneurship and innovation:

- Innovation Summer Camp for 21 campers in grades 3–8.
- Maine Invention Convention for 66 middle school teachers from 26 Maine schools, 1,200 students from 13 schools at the local level and 100 students from 11 schools at the state level.
- Junior Achievement Titan Challenge for 75 students from five schools.
- Foster Center for Student Innovation mentored 138 students, sponsored six student tenants, including Spark! Bangor; Through Thick and Thin; Strong Mind, Strong Body; Engineers Without Borders; Thermoelectric Power Systems; and Stillwater Poster Company. The center also offered 22 workshops and seminars to 342 participants and led Innovation Engineering Leadership Institutes for 210 participants.
- Innovation Engineering academic program developed a new pedagogical method called Cycles to Mastery, to be eventually licensed.

The Target Technology Center at the Maine Technology Park in Orono is currently providing incubator space for several tenants, including Advanced Infrastructure Technologies, Zeomatrix, Cerahelix and Environetix. Tenants moving out in 2013 included Angel Secure, Knife Edge Productions, Version Zero, Forest Research and Milcord. Current Target Business Affiliates include Compotech, Knife Edge and Pelletco.

“Research and development is the heart of the innovation economy, and that’s the heart of the 21st-century economy. ...This partnership between the University of Maine and the paper industry, the fiber industry, I think is one of the most important pieces of our infrastructure here in Maine.”

Senator Angus King addressing attendees at the UMaine Nanocellulose Pilot Plant Ribbon Cutting, April 3, 2013

University of Maine Major Research Centers

As Maine's only land and sea grant research university, the significant amount of basic and applied research conducted by UMaine faculty, staff and students contributes greatly to the economic development of the state, as well as to enhancing quality of life for Maine's citizens.

- Advanced Structures and Composites Center** launched the 1:8 scale offshore floating wind platform (VoturnUS) as proof of concept to advance the offshore wind industry in the United States in May 2013. VoturnUS is the culmination of more than five years of collaborative research and development conducted by the UMaine-led DeepCwind Consortium. This work is the basis for a potential next phase program in which Aqua Ventus I, an offshore wind park, may be developed off Maine's coast. Also, the center was engaged this year by NASA to create a validated modeling tool to optimize hypersonic inflatable aerodynamic decelerators associated with spacecraft.
- Aquaculture Research Institute** evaluated optimum growth conditions for abalone, Atlantic salmon, disease-resistant oysters, the razor clam, larval lobsters and American lobsters, as well as impacts of sea lice on bivalves and Atlantic salmon.
- Center on Aging** evaluated drug mailback programs, substance abuse and effects on Maine families, caregivers and older adults, older adult civic engagement and Maine kinship families.
- Center for Community Inclusion and Disability Studies** focused on the major areas of robotics, humanness and environments, transition services and education for teachers of students with autism spectrum disorders.
- Center for Research on Sustainable Forests** studied spruce fir forest management, how to promote snowshoe hare and lynx, challenges faced by low-income small woodland owners, how to resolve conflicts over public access to private forest land, and land use suitability and conflict maps for 4.5 million acres in Maine.
- Climate Change Institute** launched a new National Science Foundation Integrative Graduate Education and Research Traineeship (IGERT) to focus on adaptation to abrupt climate change. It also launched 10Green as an interactive tool that provides comprehensive assessment of the health of one's personal environment, and developed laser sampling technology to improve analysis of extreme events in ice cores.
- Forest Bioproducts Research Institute** continued to advance the understanding and ability to produce biofuels from wood, as well as production of and use of cellulose nanofibers for diverse products in a new pilot plant capable of producing 1 ton per day of nanofiber.
- Laboratory for Surface Science and Technology** and the Institute for Molecular Biophysics have evaluated wireless sensors for improved efficiency and reduced emissions in power plants, catalysis and wood pyrolysis into biofuels, production of more efficient magneto-optical materials, collaboration with Maine industries in provision of nanofabrication research facilities, including Cerahelix and Environetix Technologies Corp. (both in Orono), Orono Spectral Solutions (Bangor), IDEXX Laboratories, Inc. (Westbrook), Solarsort Technologies (Falmouth), New Concepts Engineering (Windham), and Modular Solar, Inc. (Saco); development of zebrafish models of muscular dystrophy and porous implants promoting soft tissue growth in prosthetics; assessment of the toxicity of nanoparticles used in cancer treatment vehicles; and improved cancer detection methods through computational analysis of cancer imaging.
- Maine Center for Research in STEM Education** promotes increased understanding of teacher and student learning about energy at the middle school level.
- Maine Sea Grant** continues to evaluate resilience in Maine fishing communities, tidal energy in Cobscook Bay and growth of the seaweed industry in Maine.
- Margaret Chase Smith Policy Center** has built a strong research portfolio with policy implications for

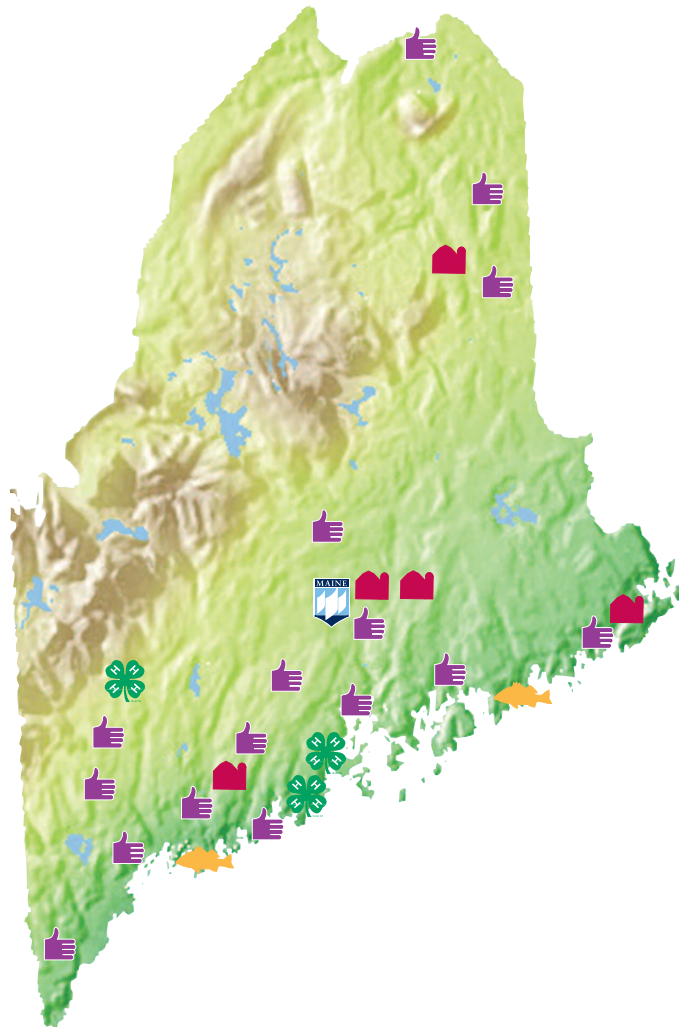
the state, region, and nation in the areas of early childhood education, environmental communication, university research partnerships, public health and public safety policy, and transportation.

- National Center for Geographic and Information Analysis** developed new local alert applications for smartphone and smartphone applications to support 3-D spatialized audio for spatial learning for visually impaired persons.
- Senator George Mitchell Center for Environmental and Watershed Research** continued to advance Maine and the nation's understanding of sustainability science through research and education. The Sustainability Solutions Initiative (SSI) was featured at a recent American Association for the Advancement of Science Symposium, and the Sustainable Maine Series produced by MPBN was nominated for three Emmys. Additionally, SSI is focusing on several projects, including tidal power and vernal pools.



Cooperative Extension

University of Maine Cooperative Extension (CE) is part of the National Extension System that includes the USDA's National Institute of Food and Agriculture, more than 100 land grant colleges and universities, and 3,150 county governments. In Maine, CE operates 16 county offices and three 4-H camps that focus on unique local, statewide and regional issues. On the UMaine campus, CE operates the Animal Health Lab, and the Insect and Plant Disease Diagnostic Lab. It also houses faculty with specialties in animal and veterinary sciences, food science, food safety, nutrition, small business development, crops and pest management. UMaine Extension also works with Maine Agricultural and Forest Experiment Station farms and Maine Sea Grant across the state.



From the most recent assessment in 2013 by the UMaine School of Economics, Cooperative Extension annually works with at least 5,600 Maine businesses that employ at least 21,500 people. These figures represent approximately 50% of the Maine businesses that operate within the core areas of the economy targeted by Cooperative Extension.

With the support of a Presidential Request for Visions of University Excellence (PRE-VUE) grant in alignment with UMaine's Blue Sky Project, UMaine Extension reported progress on major goals of increasing the potential for UMaine attendance by 4-H youth, specifically in the STEM fields. Overall, CE reaches approximately 30,000 youth and 3,000 volunteers annually. CE is supporting 4-H youth who enroll at UMaine with 4-H Science linkages and mentors. CE promoted career explorations and aspirations for Maine youth with an emphasis on STEM and strengthened 4-H connection to UMaine through interactions with the Foster Center for Student Innovation, College of Engineering, College of Education and Human Development, Aquaculture Research Institute, Maine EPSCoR, Women's Resource Center, Advanced Structures and Composites Center, School of Food and Agriculture, RiSE Center/Maine Physical Science Partnership, the Admissions Office and Graduate Student Government.

A Statewide Presence

-  Cooperative Extension County Offices
-  MAFES Research Facilities
-  Cooperative Extension 4-H Camps
-  Marine Extension Team Facilities

Selected UMaine Extension and collaborative research is broad and diverse, and represents a strong support of industries in Maine. Such research includes:

Agriculture

- Composting Processes
- Blueberry Pollination and Pest Management
- Plants Supporting Honey Bees
- Maple Syrup Contamination Prevention
- Organic Grains and Locally Grown Bread Wheat Research
- Tomato, Broccoli, Profitable Vegetables and Small Fruits, and Grass Crop Research
- Foot Rot Eradication on Maine Sheep Farms
- Invasive Plant Trials
- Pest Management and Monitoring
- Reducing Fuel and Fertilizer with No-Till and Cover Crops

Aquaculture

- Extraction of Food Grade Astaxanthin from Lobster Shell Discards
- Integrated Multitrophic Aquaculture
- Monitoring Alewife and Smelt Populations
- Oyster, Scallop and Razor Clam Cultivation
- Sea Lice Investigation and Testing

Community Education/Outreach

- Food Safety Research
- e-Learning and 4-H
- Eat Well
- Economic Impact of Big Box Stores and Cruise Ships
- Environmental Living and Learning for Maine Students
- Food Pantry and Community Garden Project
- Microenterprise Development of Maine
- Personal Sustainability Research Project
- Real-time Observations and Predictions for Grower Decision Support



College-Based Programs and Initiatives

College of Natural Sciences, Forestry, and Agriculture (NSFA) and the Maine Agricultural and Forest Experiment Station (MAFES)

- NSFA partnered with more than 30 Maine companies and organizations on research projects.
- The Linking Project brought together the School of Social Work and the Center on Aging as project evaluators on a five-year, \$3 million grant from the Children's Bureau.
- MAFES entered into an agreement with the Maine Potato Board to jointly license new potato variety releases from the potato research program.
- In partnership with the School of Economics, Maine Business School, College of Engineering, Foster Center for Student Innovation and Cooperative Extension, the Knowledge Transfer Alliance, a \$1.8 million program funded by the U.S. Department of Commerce, has fostered success of companies and promoted economic development.
- The Conley Speech, Language and Hearing Center, which provides clinical experiences for communication sciences and disorders majors, served approximately 450 patients.

College of Engineering (COE)

- Through the college's departments and industrial outreach centers (the Advanced Manufacturing and Process Development centers), COE has built strong partnerships with Maine companies, such as Cianbro, Texas Instruments, General Electric and Falcon Performance Footwear.
- Strong partnership with the Advanced Structures and Composites Center, the Forest Bioproducts Research Institute and the Sustainability Solutions Initiative has strengthened the college's signature areas of engineering, sustainability, renewable energy and alternative energy research.
- Strong partnership with more than 100 members of the college's external advisory boards ensures substantive advice and input to prepare UMaine graduates for Maine's workforce.

College of Liberal Arts and Sciences (CLAS)

- Funded, in part, by a PRE-VUE grant, the University of Maine Humanities Initiative (UMHI) implemented an ambitious agenda. UMHI seeks to strengthen the humanities at the University of Maine, encourage interdisciplinary collaboration, promote the relevance of humanities scholarship to teaching, research and public policy, and build partnerships with other institutions in Maine and the region. The humanities play a central role in a liberal arts education, the mission of which is to explore, interpret and discuss the ideas, creative works, and cultural accomplishments of human beings and their societies. UMHI sponsored a significant number of orientations, grant programs, lectures and symposia, including the Maine Humanities Summit in Augusta, Maine, convening about 60 humanities professionals from academia, government and the private sector.

College of Education and Human Development (CEHD)

- CEHD partnered with the Maine Center for Disease Control and Prevention, and Maine hospitals to ensure that newborns with health or developmental risks are guided to service care as soon as possible.
- CEHD hosted the first annual Flagship Forum, welcoming 300 school counselors and school leaders from across Maine to campus for a professional development conference.
- TRIO provides college access programs serving students from grades 6–12, as well as adult populations. This past year, TRIO placed 1,051 students in college.
- CEHD maintained collaborative partnerships with more than 15 school districts to improve learning of PreK–12 students through the Penobscot River Partnership (PREP).
- The Maine Partnership in Comprehensive Literacy provided workshops to 800 literacy professionals statewide.

Honors College

- The Citizen's-Scholar Initiative will engage Honors students with their communities in projects that arise out of curricular experiences. The program begins in FY14.

Graduate School

- The Professional Science Master's Engineering and Business Degree was expanded to include three new tracks.
- The Ph.D. in Education was expanded to include a science education research track.
- The Master's in Education was expanded to include a concentration in instructional technology.
- An interdisciplinary disability studies graduate certificate, as well as a gerontology graduate certificate, were added to online graduate program offerings.

Division of Lifelong Learning (DLL)

- DLL and the Hutchinson Center in Belfast are refocusing efforts to better serve UMaine students throughout Maine by expanding 24/7 graduate programs and certificates through outreach to adults and other nontraditional learners. Courses and offerings will be available through an array of modalities, including distance technology, and classes at UMaine and the Hutchinson Center.
 - Working with the Graduate School, 10 online graduate certificates and two online master's degrees have been implemented, associated with the 24/7 Program.
 - In FY13, DLL delivered more than 1,120 distance and live courses to 16,421 enrollees, generating 46,837 student credit hours. For the 2012–13 academic year, DLL was responsible for generating 22% of all credit hours at the university.
 - More than 62,000 people participated in 165 programs coordinated by DLL Conference Services.
- The Division of Lifelong Learning has established a new DLL Advising Center to provide comprehensive, ongoing academic advising, support services and career strategies to nontraditional, underserved and nondegree students seeking to initiate or complete UMaine courses, certificates or degree programs. The outreach complements the ABCDE initiative of the University of Maine System.



Cultural Contributions

University of Maine Museum of Art (UMMA)

UMMA significantly increased its presence in both local and regional media; continued to enjoy an increase in museum visitation of 15,617 in 2012, exceeding the 2012 goal of 14,000 visitors; and reached more than 2,000 Maine schoolchildren.

Collins Center for the Arts (CCA)

CCA, in its second quarter-century, provided major performances in a wide variety of art forms and cultures. More than 100,000 people visit annually, including the 30,000 who visit the Hudson Museum.



Life After UMaine: Where Our Students Are Going After Graduation and the Impact on Maine's Workforce

UMaine's Office of Institutional Research (OIR) regularly conducts the Life After UMaine survey of graduates. The most recent survey involved 1,608 baccalaureate degree recipients who graduated in December 2010, May 2011 or August 2011. Depending on the conferral date, six to 15 post-graduation months had elapsed at the time of the survey. OIR mailed follow-up surveys approximately one, two and three months after the initial mailing to those who had not yet responded. Usable responses were provided by 668 graduates (42% return rate). The most recent results from the 2010–11 cohort demonstrate that 68% of respondents were employed full-time (Figure 1.1). Of those, 61% reported that their full-time job was in Maine (Figure 1.2).

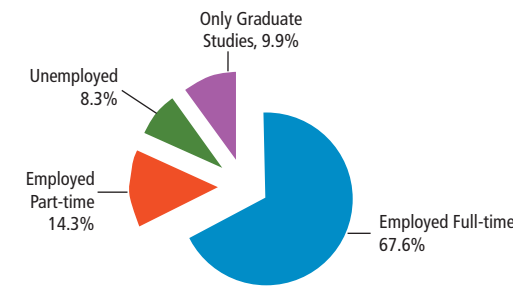


Figure 1.1. Status of 2010–11 UMaine Baccalaureate Graduates

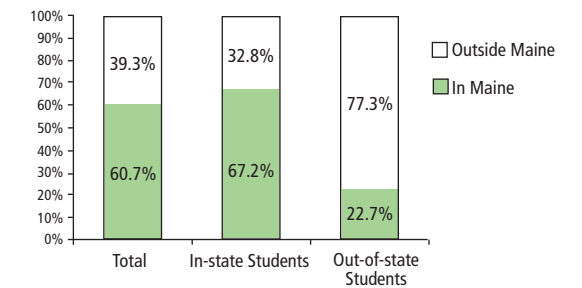


Figure 1.2. Location of 2010–11 UMaine Baccalaureate Graduates

A significant measure of the economic development role of the University of Maine in catalyzing the renewal of the state is the annual Total Economic Impact of the University's Operations, conducted by the UMaine School of Economics. As demonstrated in Table 1.1, the total economic impact of the University of Maine was defined by total expenditures of \$780.9 million. This corresponds to an approximate 8:1 return of investment for the state of Maine when compared to the most recent state appropriation to UMaine.

Table 1.1 Economic Impact of the University of Maine Operations, Student and Visitor Spending

	Direct Impact	Multiplier Effect	Total Impact
Expenditures	\$432.9 million	\$347.8 million	\$780.9 million
Employment*	6,942	3,009	9,951
Income**	\$227.7 million	\$110.7 million	\$338.4 million

*Direct Impact includes student employment, which is part-time, seasonal and often highly variable.

**Direct Impact is the total University of Maine payroll, including benefits and student payroll.

The University of Maine is truly an innovation and economic development engine for the state. As Maine's Flagship University, UMaine takes its leadership role seriously. The tremendous return on investment exemplifies UMaine's commitment to make the wisest use of Maine dollars to uplift not only the state's economy, but Maine's presence and competitiveness on national and international levels. It is a high priority and responsibility of the University of Maine to serve Maine in a fiscally healthy and sustainable fashion. Great strides have been undertaken through the Blue Sky Project to create and implement an integrated financial model that is respondent and responsible, allowing the University of Maine to continue serving Maine in its fullest capacity as flagship.

2

IN THIS CHAPTER

- **The Blue Sky Financial Model**
- **Enrollment Management**
- **Advancement**
- **Research**
- **Innovation and Economic Development**

Securing Our Future

This past year, primarily led by the Division of Administration and Finance, a major goal for achieving financial sustainability has been to achieve organizational alignment with the Blue Sky Plan. Key strategies in support of the alignment of the Blue Sky Plan include:

- Maintained a balanced Total University Budget for FY13 of \$351.3 million (with Education and General Budget of \$225.4 million), despite a mid-year recession, unissued state bonds for capital projects and significant retroactive employee reimbursement transactions.
- Worked to put in place a Total University Budget for FY14 of \$353 million (with Education and General Budget of \$231.2 million) to align with institutional and System priorities, to include maintaining student affordability by holding in-state tuition and fees flat, with flat state appropriations; addressing adjustments to meet the transition to System implementation of outcomes-based budgeting and changes in the Strategic Investment Fund; handling cash flow pressures resulting from unissued state bonds totaling \$11 million; and retroactive employee reimbursements.
- Human Resources shifted from a transactional to a strategic service approach, including the LEAN Process to streamline operations and services across campus.
- Supported marketing and branding efforts across campus units.
- Shifted to a Total Cost of Ownership and Net Asset Value tied to mission approach for capital asset improvements and budgeting.
- Worked to elevate a longer-term all-funds approach toward campus financial sustainability through financial modeling (the Blue Sky Financial Model).
- Facilitated cost-effective improvements to the quality of campus life through innovative achievements by Auxiliary Services, Bursar's Office, Information Technologies, University Bookstore, Printing and Mailing Services, Gift Processing, University Volunteer Ambulance Corps (UVAC), Purchasing and A/P Shared Services, and Facilities Management.
- Coordinated revenue modeling with the Division of Enrollment Management, Advancement Partners, Office of Research and Sponsored Programs, and Office of Innovation and Economic Development.

The Blue Sky Financial Model

A major initiative proposed in the Blue Sky Plan was development of the Blue Sky Model for Financial Sustainability. The Blue Sky Financial Model, one component of the university's comprehensive strategic planning initiative, is based on a larger portfolio of comprehensive and focused models that the university has developed and implemented in the past decade. It is designed to analyze the financial impact of planning initiatives so that the university's plans are built on a balanced financial equation.

Financial sustainability is a major tenet of the Blue Sky Plan. Plans for innovation and progress are implemented within a sustainable and balanced financial equation. The Blue Sky Financial Model, developed and introduced in summer 2013, evaluates the

university's financial equation and its vital components: unrestricted and restricted resources, students, faculty, staff, operations, auxiliary enterprises, research activity, philanthropy, state appropriation, endowment and facilities investments.

The core of financial sustainability for the University of Maine is the pursuit of mission, while calibrating spending and resources over the long term.

Balancing the Financial Equation

Sources

Tuition and Fee Revenue
 State and Federal Appropriations
 Auxiliary: Sales and Services
 Research Sponsors: Grants and Contracts
 Private Gifts
 Endowment Income

Uses

Faculty and Staff Compensation
 Student Access and Financial Aid
 Student and Other Campus Services
 Research Investments, Cost Sharing Programs and Public Outreach
 Technology and Facilities Infrastructure



The Model is based on the All Funds Report generated from the PeopleSoft financial system. This report provides a direct link between the planning model, year-end financial results and categories of "fund" accounting that enable the university to understand unrestricted and restricted resources, operations, auxiliary enterprises, research activity and facilities investments. This Model also draws data from student systems, endowment policies, position management and facilities databases.



"Let me thank all of you for your great support to our wonderful university and, thus, for the state of Maine. I will just say thank you. The generosity that everyone in this room has demonstrated helps make possible the outstanding faculty and staff, administrators and the cutting-edge facilities that mark a great university. And just as important, the Stillwater Society opens the doors to higher education to the most motivated of students who otherwise might not have that opportunity. I am so grateful because I believe the university is so central to our state."

Senator Susan Collins
 addressing attendees at the
 Stillwater Society Dinner,
 May 3, 2013

Enrollment Management

Key to the success of Ensuring Financial Sustainability defined in Blue Sky Pathway 2 has been the design and implementation of a vibrant, impactful student enrollment growth strategy by enhancing admission, retention and graduation through the organization of the Division of Enrollment Management under the leadership of Vice President Jimmy Jung. This past year, the Division of Enrollment Management demonstrated remarkable success:

- Admissions for fall 2012 totaled 1,997 first-year and 490 new transfer students, representing an 11.3% increase in new undergraduate headcount compared to the previous year. Table 2.1 demonstrates significant impacts of enrollment strategies.
- In May 2013, UMaine achieved the largest one-year application growth (13%) in the university's history.
- In fall 2013, UMaine prepared to enroll its largest freshman class in UMaine history.
- UMaine's first-year enrollment growth ranked #2 out of 32 Noel-Levitz (a national enrollment management consulting firm) clients in the Northeast and ranked #26 out of 156 nationally.
- Approximately 84% of UMaine students receive financial aid. The offices of Student Financial Aid and Student Employment administered more than \$107 million in grants, loans, scholarships and work study.

- Student Records processed course registrations, grade reports, NCAA certifications, transcript requests and transfer evaluations, and awarded 2,181 degrees.
- New Student Programs managed more than 900 on-campus events for more than 12,000 visitors and made more than 13,000 phone calls to prospective students.
- Student Employment managed programs totaling \$2 million in federal and institutional funding for student employment.

Critical changes to UMaine strategies for robust enrollment management implemented this year included:

- Finalized the comprehensive five-year enrollment management plan, Maine-Sizing the Flagship, that sets a course to aspire realistically to a student enrollment of 15,000.
- Increased applicant pool by refining the student search program to include high school sophomores and juniors, and ensuring full market coverage of Maine and New England.
- Increased admissions yield through targeted outreach by admissions staff, deployed data-driven market-sensitive financial aid initiatives, realigned recruitment staff to focus on high-yield territories, and automated and streamlined application processing such that 60% or more of admissions decisions are automatic.

- Implemented a digital marketing platform (Fire Engine RED) that allows the university to conduct email campaigns, manage online sign-up for events and virtual admissions counseling sessions.
- Established a new unit focused on international recruitment to increase enrollment growth in an underdeveloped market.
- Renamed merit scholarship awards to have distinctive designations emphasizing UMaine brand and identity, with greater opportunity to enhance recruitment.

- Based on historical application trends, expanded student search to include New York, New Jersey, Pennsylvania, Maryland, Virginia and California.
- Redesigned the undergraduate admissions website to be more navigable and mobile-device friendly for prospective students.
- Developed integrated strategic and organizational efficiencies with the Division of Marketing and Communications.

Table 2.1. Total and First-Year Enrollment Trends (2010–13)

	Fall 2010	Fall 2011	Fall 2012	Fall 2013*
Total University Enrollment	11,501	11,168	10,901	11,202
New students:				
New First-Year Students	1,809	1,785	1,997	2,169
New Transfers Students	448	449	490	457
New Graduate Students	443	86	542	382

*As of September 27, 2013.



Advancement

A primary goal this past year was to solidify the collaboration between the Office of University Development and UMaine's independent Advancement Partners — University of Maine Foundation, University of Maine Alumni Association, Maine 4-H Foundation, and the University of Maine Pulp & Paper Foundation. This was, and continues to be, important to attain fiscal and operating efficiencies, and contribute to the Blue Sky Pathway 2 success in achieving financial sustainability.

The Advancement Partners have made remarkable progress in working collaboratively, including:

- Monthly meetings of the President's Advancement Council (PAC), the Advancement Partners leadership, Fundraising Partner staffs, and Development and Foundation working sessions with Deans and unit leaders.
- Regular participation of the University of Maine Foundation President with UMaine President's Cabinet.
- Participation among the advancement leadership in respective boards of directors meetings.
- Collaborative production of planning documents, including the FY14 Advancement Plan Outline associated with Pathway 2 strategies, FY14 Advancement Team Goals, a proposed Blue Sky capital campaign timeline, and key fundraising policies and protocols.



- The Office of University Development has improved services and operations through staff reorganization and operating efficiencies, initiating a new research and data team, improved focus on donor stewardship, improved collaboration with the Division of Marketing and Communications, and finalization of new fundraising policies.
- Collaborative publication of all UMaine fundraising in the 2013 Annual Report of Contributions will be available in October 2013.

As a result of this successful collaboration, the Advancement Partners demonstrated the following fundraising achievements in 2013:

- A total of \$39,656,179 has been raised in the past two years, following the successful completion of Campaign Maine in June 2011.
- In 2013, donors responded to Annual Fund appeals by giving \$1,145,500, as compared to the previous year's total of \$1,077,600 (a 6% increase).
- In 2013, 2,000 new first-time donors gave \$2.7 million.
- UMaine leadership, including the Board of Visitors and Cabinet, gave \$253,147 through participation in the President's Challenge to enhance the President's Club.
- As of June 30, 2013, combined endowments held for the benefit of UMaine were at an all-time high of \$232 million.



Research

As Maine’s primary national research university, UMaine has a deep commitment to securing external funding for research and scholarly activity as a major emphasis of faculty, staff and administration. The success of earning an international reputation for excellence in research at this level requires significant focus, expertise and financial support to ensure implementation of research. Securing extramural funding is an essential task for all research universities and one for which the University of Maine has achieved with distinction.

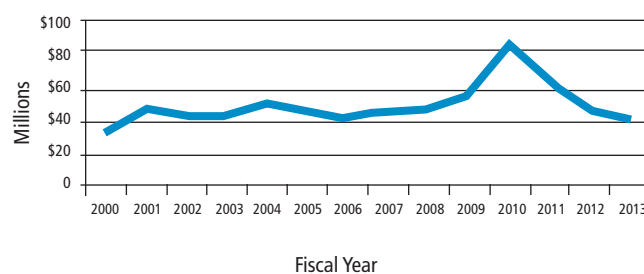
In FY13, UMaine submitted 523 proposals, was awarded 328 awards, and involved 327 faculty and staff from 56 departments. In FY13, total UMaine research expenditures were \$84,804,280 (which includes external sponsor funding, indirect costs, and university direct and

indirect cost shares). Approximately 60% of all grants were awarded to faculty and staff associated with the 14 formal research units.

The calculated return on investment in FY13 (dollars received from extramural sponsors/university cost share) was 5.0 — above the average of 4.6 recorded for FY10 to FY13. This indicates a five-fold return on the university’s investment in research.

By comparison, from FY11 to FY13, the University of Maine reported research expenditures of \$302,231,694 (FY11: \$95,329,743; FY12: \$122,097,671). Overall, federal appropriations for research have dropped considerably from FY10 to FY13. The drop is considered by many to be the fastest in any three-year period since the end of the Space Race in the 1970s (*Nature*, Sept. 11, 2013). In fact, the national trend for reduced federal research and development expenditures from FY10 to FY13 averaged 16.2%. Despite this reduction, the total extramural research awards received by UMaine faculty and staff have remained remarkably steady at approximately \$40 million–\$50 million annually since 2000 (Figure 2.1). This trend excludes the American Recovery and Reinvestment Act (ARRA) distribution of one-time funds that caused a major spike in research awards from 2010–11. Additional reasons for this lower level of funding can be related to the lack of federal earmarks, no research and development state bonds, and decreased success in funding from federal budget cuts.

Figure 2.1. Total Research Awards from External Sponsors for University of Maine (2000–13)



Innovation and Economic Development

The Vice President for Innovation and Economic Development has worked closely with the University of Maine System to develop performance metrics for research and economic development. The Office of Innovation and Economic Development (OIED), newly formed this past year, directly promotes and optimizes impacts of research on economic development and commercialization activities.

Key achievements monitored by OIED this past year in support of financial sustainability include:

- Revenues from industrial projects managed through the Department of Industrial Cooperation (DIC) in FY13 were \$4,156,184, an increase of \$583,555 (16%) from FY12.
- Of total revenues, 44% (\$1,810,619) came from Maine companies; 56% (\$2,345,565) from out-of-state companies.
- The number of projects increased from 305 in FY12 to 407 in FY13.
- Twenty-six new industrial collaborations were established.
- Top campus units accounting for approximately 83% of total revenues include:

— Pulp and Paper Process Development Center	\$ 1,266,929
— Advanced Structures and Composites Center	\$ 707,479
— Industrial Cooperation	\$ 496,770
— Cooperative Extension	\$ 385,223
— Chemical and Biological Engineering	\$ 326,063
— School of Marine Sciences	\$ 252,698

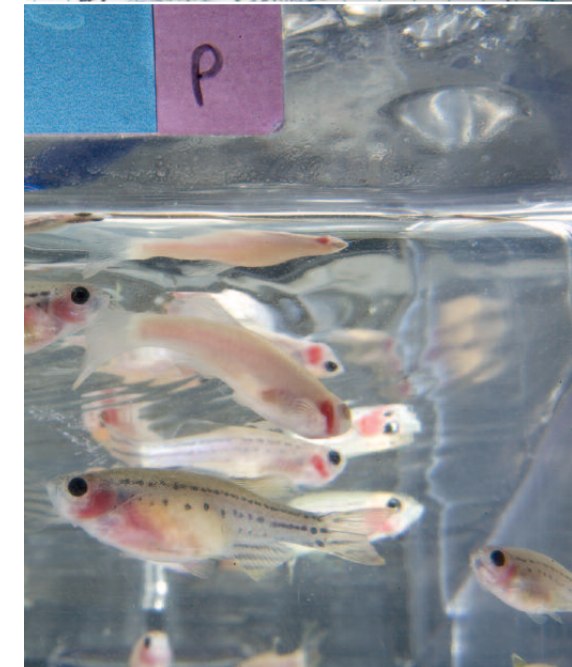
- Sixteen patents for the University of Maine were issued.
- Twenty-six intellectual property disclosures were submitted by the University of Maine.
- Revenue from technology licenses totaled \$121,250, which did not include expenses for university patents paid directly by commercial partners.

The collaborative effort of the entire university is evident throughout this chapter. The financial climates of the state and nation have weighed heavily on all members of the university community, but by developing and integrating the Blue Sky Financial Model at every level, the university has achieved balanced budgets, often with a modest surplus, while continuing to grow and invest in its future.

Table 2.2 Top Cumulative Research Awards, 2010–13*

Research Centers	\$162.7 M
Advanced Structures and Composite Center	\$53.7
Climate Change Institute	\$12.5
Forest Bioproducts Research Institute	\$11.2
College of Natural Sciences, Forestry, and Agriculture	\$54.9 M
School of Marine Sciences	\$37.9
Plant, Soil, and Environmental Sciences	\$5.6
Maine EPSCoR Programs	\$23.4 M
College of Engineering	\$18.0 M
Electrical and Computer Engineering	\$7.1
Mechanical Engineering	\$7.1
Cooperative Extension	\$17.6 M
College of Liberal Arts and Sciences	\$12.4 M
Art	\$3.7
School of Computing and Information Science	\$2.4
College of Education and Human Development	\$12.1 M

*Includes total award and indirect costs in millions.



3

IN THIS CHAPTER

- **New Senior Leadership Team**
- **Significant College-Based Organizational Changes**
- **Faculty and Staff Development**
- **Marketing and Communications**

Embracing a Culture of Excellence

This focus, driven by Blue Sky Pathway 3, is intended to encourage and build a culture of excellence in all that the University of Maine strives for and accomplishes, especially in the personal and professional development of UMaine faculty and staff who form the backbone of the university community. This process was primarily directed by the Divisions of Marketing and Communications, which facilitated and refocused messaging and communications, bringing the community together; Human Resources, which led substantive personnel improvement policies and opportunities; and Academic Affairs, which helped define professional faculty development paths.

In 2012–13, significant progress was achieved in establishing new leadership of and organization within the university to promote a culture of excellence, and new programs also were established to facilitate the culture of excellence and pride.

New Senior Leadership Team Members

This past year witnessed a significant number of changes in leadership at the University of Maine due to retirements and changing professional opportunities, providing an opportunity to build new strength and directions centered on the inherent strengths of the UMaine faculty and staff.

New Executive Vice President for Academic Affairs and Provost Jeff Hecker has made a smooth transition from Dean of Liberal Arts and Sciences to Provost, and has worked diligently with the campus family to select Dr. Jeff St. John as Associate Provost for Academic Affairs, Dr. Naomi Jacobs as the Interim Dean of the College of Liberal Arts and Sciences, and Dr. Carol Kim as Vice President for Research. Following their selection at the end of the 2013 spring semester, Honors Dean François Amar, Maine Business School Dean Ivan Manev, and Associate Provost and Dean of Lifelong Learning Lu Zeph are well into their position transitions. Anne Lucey, Senior Vice President for Regulatory Policy at CBS Corp., and Chris Emmons, President and CEO of Gorham Savings Bank, both dedicated UMaine alumni, were newly appointed as Chair and Vice Chair of the UMaine Board of Visitors this past spring.

Each of these individuals brings substantive experience to the UMaine family and are demonstrating great enthusiasm for their respective positions. They will provide results-oriented leadership within the context of Blue Sky thinking.

Significant College-Based Organizational Changes

College of Natural Sciences, Forestry, and Agriculture (NSFA)

- The Departments of Animal and Veterinary Sciences; Food Science and Human Nutrition; and Plant, Soil, and Environmental Sciences merged into the new School of Food and Agriculture to achieve programmatic and administrative improvements.
- The Department of Earth Sciences revised its curricula and changed its name to the School of Earth and Climate Sciences.

College of Liberal Arts and Sciences (CLAS)

- The Franco-American Centre and Franco American Studies Program completed a plan to merge operations by the end of 2014.

College of Education and Human Development (CEHD)

- CEHD engaged in a yearlong analysis and created a new departmental organizational structure. New units include Exercise Science and STEM Education, Prevention and Intervention (final title pending), and Educational Leadership, Higher Education, and Human Development. This important change will enable the college to refine strategic planning and better engage in program prioritization.

Honors College

- Collaborating with the CLAS Dean, relevant departments and Associated Faculties of the University of Maine (AFUM), approved a new process whereby the Honors preceptor positions will be converted to tenure-track CLAS-Honors positions. This conversion will anchor the Honors faculty, enhance the college connection and help build the Honors community.

Division of Lifelong Learning (DLL)

- Integrated the Center for Excellence in Teaching and Assessment into DLL's programming and outreach efforts.

“There is also a call to arms in our universities and the one you are sitting in right here, today, is a great example of that. We are establishing institutes and centers and schools and initiatives to help organize and mobilize the expertise of the whole university and bring it to bear on sustainability challenges, and we are finding incentive systems to help encourage that.”

Dr. Pamela Matson of Stanford University, speaking at the UMaine Mitchell Lecture on Sustainability, September 25, 2012

Faculty and Staff Development

Academic Affairs

Faculty Hires. Due to the challenging state fiscal climate in the last several years, UMaine has experienced a gradual but significant decline in the number of regular, full-time faculty. For example, from 2010–11 to 2012–13 the regular, full-time faculty number declined by 39 (8% of the total in 2010).

In response to this decline, 29 new faculty hires were approved in FY13 to stem this trend.

Tenure and Promotion. In the past three years, the university has continued to be committed to rewarding

excellent faculty achievement through tenure and/or promotion. Since 2010, 82 faculty have been tenured and promoted.

Promoting Faculty Excellence. Essential to the vision of embracing a culture of excellence is the performance of the UMaine faculty in publishing the results of their scholarship and creative activity. Tables 3.1 and 3.2 demonstrate the remarkable productivity of the UMaine faculty through publication and presentation of their scholarship, as well as the commensurate national and international recognition received by several this past year.

Table 3.1. Selected Faculty Awards and Recognitions

Education and Human Development

Dr. Sandy Caron Mabel Sine Wadsworth Award for contributions to reproductive health

Liberal Arts and Sciences

Dr. Dean Astumian Feynman Prize for Nanotechnology Theory

Dr. Samuel Hess Kavli Fellow by the U.S. National Academy of Sciences

Dr. Stephen Hornsby Author of *Surveyors of the Empire: Samuel Holland, J.F.W. Des Barres, and the Making of the Atlantic Neptune*, won the John Lyman Bood Award from the North American International Council for Oceanic History and the Pierre Savard Award by the International Council of Canadian Studies.

Dr. Robert Lad 2013 Maine Distinguished Professor

Dr. George Markowsky 2013 UMaine Presidential Outstanding Public Service and Outreach Award

Dr. Scott See Fulbright Chair to Halifax, Nova Scotia

Dr. Justin Wolff Author of *Thomas Hart Benton: A Life* named one of the Best of the Best by the Chicago Center for Literature and Photography Liberal Arts and Sciences

Dr. Greg Zaro Fulbright Fellowship to Croatia

Maine Business School

Dr. Richard Borgman 2013 UMaine Presidential Outstanding Teaching Award

Dr. Terry Porter Fulbright Fellowship to the United Kingdom

Engineering

Dr. Melissa Maynard Office of Naval Research-American Society of Engineering Education-Summer Faculty Research Award

Natural Sciences, Forestry, and Agriculture

Dr. Kathleen Bell Soren Wibe Prize for the best article published in the *Journal of Forest Economics* (with Chris Moore and Thomas Holmes)

Dr. Susan Brawley American Association for the Advancement of Science Fellow

Dr. Frank Drummond 2013 UMaine Presidential Research and Creativity Award

Dr. Susan Erich Fellowship from the Japan Society for Promotion of Science

Dr. Douglas Gardner Fellow of the Society of Wood Science and Technology

Dr. Christopher Gerbi Kavli Fellow by the U.S. National Academy of Sciences

Dr. Edward Grew Honored by the naming of two newly discovered minerals (edgrewite and hydrolyedgrewite)

Dr. Joyce Longcore American Association for the Advancement of Science Fellow

Dr. Paul Mayewski Honorary Member of the American Polar Society

Ms. Judith Stickles Seventh Ace Award for Continuing Education from the American Speech Language and Hearing Association

Dr. Rhian Waller Featured in the March 2013 issue of *National Geographic*

Dr. Gail Werrbach One of five Commissioners to the first Truth and Reconciliation Commission on Child Welfare in the United States

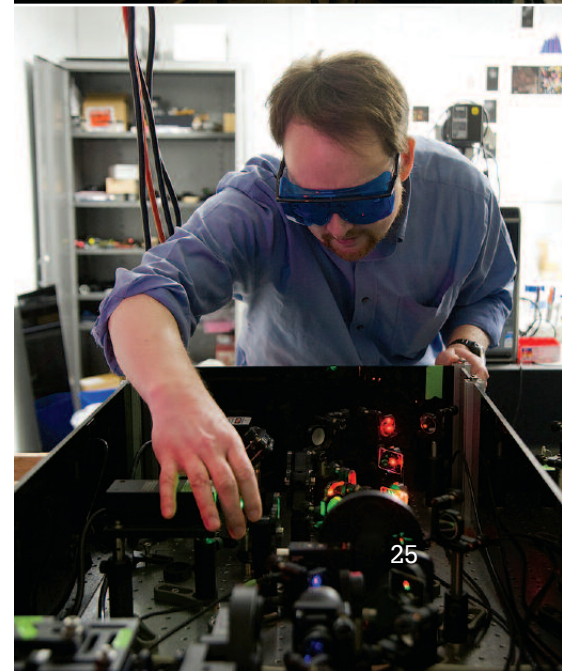
Table 3.2. General Summary of Faculty Publications and Professional Presentations

	Books/Chapters/ Reports	Refereed Journal Articles	Presentations	Total Faculty
Maine Business School	8	19	35	22
Education/Human Development	44	17	89	48
Engineering	19	67	169	67
Natural Sciences, Forestry, and Ag	184	316	700	184
Liberal Arts and Sciences	185	390	521	214

Faculty Development Opportunities

• **Pre-Tenure Research Fellowships.** Funded primarily from a PRE-VUE grant, the Pre-Tenure Research and Creative Activity Fellowship Program was designed to assist UMaine in the development of the next generation of faculty leaders in funded research and encourage outstanding faculty members to build funded research programs. Directed toward junior, pre-tenure faculty and managed by the Provost's Council, this program offered (on a competitive basis) an opportunity for internal grant support. The first year of this three-year program offered a total of \$100,000 to four faculty members from the colleges of Natural Sciences, Forestry, and Agriculture, Liberal Arts and Sciences, and Education and Human Development. Year 2 fellowships totalling \$100,000 were provided to four faculty in the colleges of Engineering, and Natural Sciences, Forestry, and Agriculture.

• **ADVANCE Rising Tide Center.** The \$3.2 million, five-year NSF ADVANCE grant awarded to UMaine created and sustains, with its partners, the ADVANCE Rising Tide Center. The purpose of the center is primarily to implement faculty support initiatives to increase the percentage of women faculty in science, technology, engineering and mathematics (STEM) and social and behavioral sciences (SBS) fields. This past year, the Annual Networking Conference supported development of collaborations with external academic colleagues and had participants from nine Maine institutions with 67 faculty members in attendance. Also, the program reported this year successful achievement of its Sept. 1, 2015 goal of achieving 18% women at full professor rank in STEM disciplines, and 26% in social and behavioral sciences. Current progress at the Associate Professor rank is 24% in STEM disciplines (goal of 30%) and 35% in social and behavioral sciences (goal of 47%).



Human Resources

The Office of Human Resources refocused its organizational and service function from the traditional and transactional style to one that is more tactical and strategic in alignment with the Blue Sky Plan and University of Maine System initiatives. This transformation promotes a greater investment in UMaine employees, engages them in the work of the institution and promotes excellence in the workplace environment. Key efforts this year included:

- Achieved 100% compliance on annual salaried and hourly employee performance reviews in 2011–12. Improved tracking procedures and reporting systems were put in place to maintain this level of performance assessment.
- Increased focus on organizational development and effectiveness, and adopting a new service paradigm through staff development and learning, including HR in a Backpack, new employee orientation, academic department chair training, Supervisor Development Institute, departmental organization, and support/coaching for major UMaine units, such as Student Life, Development, Facilities Management and Dining Services.
- Initiated LEAN, an HR-led review and evaluation process to improve organization and cost efficiencies.
- Initiated a new electronic applicant tracking system, HireTouch.
- Improved customer service through relocation of HR staff to the first floor of Corbett Hall.

Additional programming efforts included:

- Employee Assistance Program, which provided consultation, work-life services and management consultations to about 266 clients, and conducted numerous educational workshops, orientations and Lunch and Learn webinars.
- UMaine Children’s Center, which provided 79 full-time childcare slots to families.

- UMaine Wellness Program, HealthyU, which provided education and support for the UMaine family. In 2013, UMaine experienced the highest rate of participation in the RiseUp Biometrics Program, completing 752 biometric screenings at Cutler Health Center.

Office of Equal Opportunity

- **Sexual Violence Prevention.** To better address and prevent issues of sexual violence on campus, the President appointed a working group to ensure implementation of new guidance from the U.S. Department of Education’s Office of Civil Rights (OCR). Under advisement of the working group, the Office of Sexual Assault and Violence Prevention (OSAVP) was formed, led by Deputy Title IX coordinator Elizabeth Lavoie. The coordination of OSAVP and Title IX into one leadership model allowed centralization of records to better track training and reports of violence. The tracking system has been implemented by the Deputy Title IX coordinator and meets the expectations articulated by OCR. A Sexual Violence Prevention and Response Committee also formed to improve communication between the university and its community partners to better support students. Another improvement in communication of sexual violence was the development of a new webpage administered by OSAVP that addresses the issue of sexual violence, and includes resources and links to relevant institutional policies.
- **Nondiscrimination and Equal Opportunity Training.** The Deputy Title IX coordinator has implemented online nondiscrimination and equal opportunity training modules for student employees and graduate students with excellent success. Online training also has been used successfully to reach 223 adjunct faculty. The three-year refresher training implemented two years ago has seen continued success, with 463 faculty participating in nondiscrimination training workshops. Additionally, more than half of all employees identified as having a supervisory role have received nondiscrimination training.

- **Office of Disability Support Services.** The Office of Disability Support Services provided support to 616 students — a record high. To better serve students with disabilities, monitor compliance and take corrective actions, the Office of Disability Support Services is in its final phase of transitioning from the College Success Program to the Office of Equal Opportunity.



Marketing and Communications

The newly formed Division of Marketing and Communications has catalyzed the message and outreach for the University of Maine through a variety of new strategies:

- **New Organization.** The Division transformed into an organized, efficient unit, evidenced by redefining and restructuring professional positions and practice characteristic of a contemporary marketing and communications unit, with strategic plan development, production calendars and budget discipline.
- **Communicators Network.** Improved interactions and service across campus constituencies developed through the Communicators Network. The Division sponsored the first UMaine Communicators Summit in fall 2012, and provided an initial and successful model of the Blue Sky Project's innovative and integrative approach to growth. Approximately 300 campus communicators from across all divisions, schools and colleges attended to help create the foundation for the new UMaine brand standards, Marketing and Communications policies and procedures, and Web standards. These three products of the summit are the first of their kind at UMaine, and will promote local, regional and national awareness of the University of Maine in a consistent, enduring manner. The Communicators Network was subsequently established with monthly professional development sessions for members.
- **Improved Websites.** Marketing was identified by Blue Sky Plan participants as a high priority issue inhibiting current and future success of the university without immediate implementation of best practices. The Division was awarded a PRE-VUE grant to establish and improve Web standards, successfully bringing university web pages (nearly 4,200) into brand and ADA compliance one year ahead of schedule.
- **Strategic Marketing.** The Division simultaneously partnered with Enrollment Management to implement the marketing components of the UMaine Enrollment Management Initiative. These marketing components included student recruitment marketing pieces for the university, as well as collaboratively designed college, departmental and school pieces. The extra funds

realized from early completion of the Web Standards PRE-VUE grant were redirected to elevate and accelerate the Enrollment Management/Marketing Initiative.

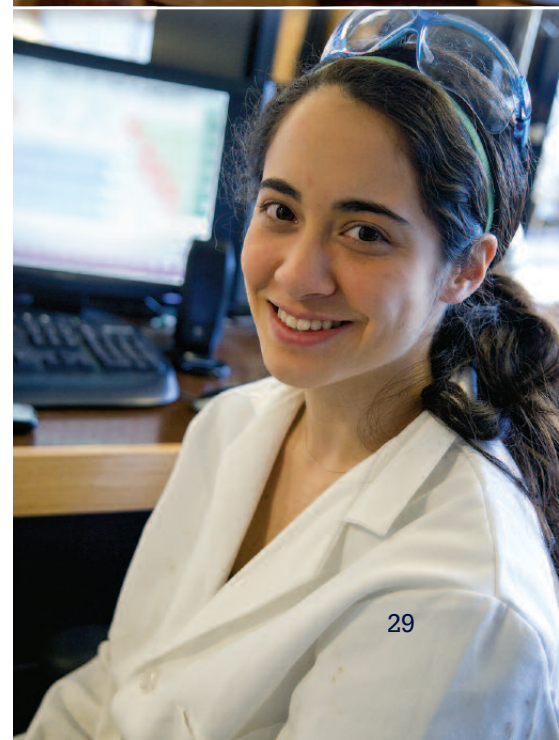
- **Brand Standards and Policies.** Development and adoption of formal university brand standards, policies, and procedures were new and essential components of the successful adoption of the marketing and branding campaign by the campus. The creation and distribution of the UMaine brand standards, as well as the additional marketing efforts undertaken by the Integrated Marketing and Branding Campaign, included creation and installation of 30 Blue Sky banners around campus, rollout of the Blue Sky Implementation website, implementation of the Commencement Branding Initiative, and design and launch of "By the Numbers," a network-quality video.
- **New Location.** The transition from the long-term home of the unit in the Keyo Building into the renovated, centralized offices in Alumni Hall occurred as part of the long-term commitment to renovate space within the UMaine Historic District. This new space offers enhanced facilities for effective partnership with campus clients, and improved office and facility support.

The cumulative work and achievements of all UMaine units are often assessed by rankings of the University of Maine among national peers that reflect a level of excellence. Table 3.3 provides a representative list of such excellence.

The overall achievements promoting excellence in each UMaine unit this past year have promoted a tangible effect on the university environment, both unifying and affirming. The University of Maine is a diverse mosaic of backgrounds, disciplines, initiatives and aspirations. Regardless of where an individual fits into our mosaic, the sense of belonging to the University of Maine, the College of Our Hearts Always, has become stronger and the alignment of administration, faculty, staff, student and alumni vision has produced a community of singular purpose.

Table 3.3: University of Maine Rankings at a Glance

- Top 100 Public Research Universities (#97)
- Top 100 nationally for "Best Bang for the Buck" by *Washington Monthly* (#63)
- Top 15% of American Colleges, *Princeton Review*
- Top 10 Best University Recreation Centers nationally (#7)
- *Princeton Review's* Green Colleges List
- Included in the *Fiske Guide* as a Top Higher Education Institution in the United States, Canada, Ireland and Great Britain
- Ranked as one of America's Top Colleges by *Forbes* — the only public institution listed in Maine
- Ranked as a Top National University by *U.S. News and World Report* — one of the only 281 select nationally recognized universities and the only such university in Maine
- Earth Sciences ranked by the National Science Foundation as a Top 30 program based on research expenditures



4

IN THIS CHAPTER

- **Enhancing Student Life**
- **Enhancing the Academic Experience**
- **Metrics for Student Success**

Transforming Lives

The University of Maine is committed to improving the quality of the student experience through the distinctive and renewed mission to be the most student-centered and community-engaged of the American Research Universities. Through the Divisions of Student Life and Academic Affairs, there are many accessible opportunities for organizational and situational leadership, civic engagement, service beyond self and academic preparation for chosen careers. These opportunities encourage the development of community connections, global citizenship, active learning and environmental stewardship, while broadening the impact of University of Maine graduates on the world.

Enhancing Student Life

- **Bodwell Center for Service and Volunteerism.** The mission of the Bodwell Center for Service and Volunteerism is to create civic-mindedness by building an engaged campus through the promotion of service learning and volunteerism to students, faculty and staff to strengthen local, national and global communities. The Bodwell Center recorded approximately 30,000 hours of service by UMaine students, faculty and staff. These hours were donated nationally through Alternative Spring Break, as well as on campus and locally with nearly 70 community partners.

Table 4.1: University of Maine Community Service

Type of Service	Total Service Hours Given
Collective for 2012–13	30,000
Maine Day	5,259
Alternative Spring Break	4,320

- **Greek Life Initiative.** The University of Maine is home to 25 social Greek-letter organizations, the members of which make up more than 10% of the student population. UMaine is committed to growing and strengthening Greek life and its corresponding ideals and values to create one of the most prestigious Greek communities in the Northeast. The Greek Life Initiative assessed strengths, weaknesses and best practices to promote the next level of engagement and success of the Greek community. All elements of the results of these assessments are under way, including such recommendations as adopting a facilitator model, improving accountability mechanisms, increasing collaboration, addressing high-risk behavior and using data to drive improvement. One new initiative is the planning for Sorority Village to provide common housing for UMaine’s seven national Panhellenic sorority chapters.
- **Residence Life.** Residence Life housed nearly 4,000 students in Living Learning communities, and produced more than 2,500 academic and social programs. The First Year Experience engages students early and prepares them for academic success.
- **Career Center.** The Career Center brought more than 200 employers to career fairs on campus. For the third consecutive year, the center was awarded A+ Gold ranking by the

Out for Work Career Center Certification Program, given for comprehensive career services offered to LGBT students. The Career Center successfully marketed and prepared seven sophomores to apply to the competitive Tufts Early Assurance Maine Track program. All seven were invited to interview, representing seven of the 11 total applicants from Maine.

- **Student Government.** Student Government is responsible for a nearly \$800,000 budget, which supports 200 student organizations, on-campus events and student travel to conferences. With funding from the 2013 President’s Blue Sky Fund, Student Government established Blue Sky Scholarships to offer undergraduate students modest financial support to help them pursue professional and personal development opportunities. Four \$500 scholarships were offered: two awards for the fall, and two awards for spring and summer opportunities. These awards are typically available to support internship experiences, career-related service projects, study abroad experiences and professional development opportunities.
- **Graduate Student Government.** Graduate Student Government has distributed more than \$1 million in travel and research grants to students, and hosted the annual GradExpo, in which nearly \$15,000 in awards are given out for outstanding presentations and exhibitions. The Presidential Research Impact Award, for the graduate student and advisor who best exemplify the combined teaching, research and service mission of the University of Maine, was given this year to a team from the Department of Social Work that is researching the child protective outcomes of opioid-exposed infants.

Both student governments have representation that meets regularly with the President and the University of Maine System Board of Trustees, and participates in various campus committees, including the Blue Sky Project.

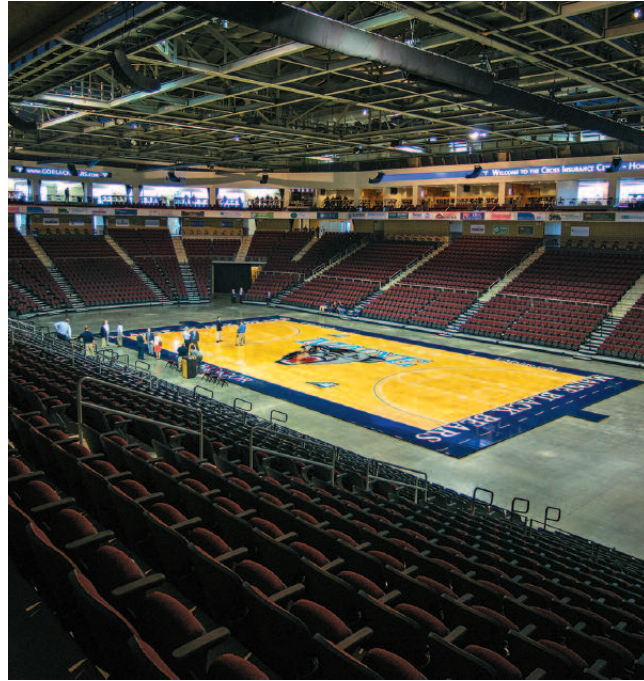
- **Athletics.** The Athletic Engagement Initiative has brought together many UMaine constituencies to enhance the athletic experience on campus. Efforts to increase attendance at sporting events has included more diverse food venues, as well as increased fan development opportunities.

A major impact for UMaine Athletics was the hiring of Dennis “Red” Gendron in 2013 as the new head coach of the UMaine men’s ice hockey program. Gendron brings decades of significant coaching experience at the professional and collegiate levels, including two national championships at Maine and Yale. Working with the Friends of Maine Hockey, Gendron organized an alumni reunion in August 2013 of former UMaine hockey players from the past 20 years — a clear first step to revitalizing the Black Bear Hockey Nation, and re-engaging students and the community.

The Paul J. Mitchell Batting Pavilion was completed and dedicated in 2012, contributing to the success of the UMaine baseball team that won the America East regular season championship.

“Students are at the heart of the University of Maine ... so our reputation and our success as an institution are directly tied to our student success. As students are going out into the world and they are ready for their careers, and they are desired by their field or their industry, it reflects on the type of quality we have here at the University of Maine.”

Brianna Hughes, UMaine Doctoral Candidate, Inaugural Blue Sky Graduate Fellow, February 26, 2013



A major 2013 athletics initiative resulted in the UMaine partnership with the new \$65 million Cross Insurance Center in Bangor, now the home of Black Bear Basketball. The nearly 5,800-seat arena will provide state-of-the-art facilities for UMaine men's and women's basketball, and an outstanding engagement opportunity with regional Maine communities.

• Other Student Resources:

- The Student Wellness Resource Center is home to the award-winning and only Tier 3 comprehensive substance abuse prevention program in the state.
- Cutler Health Services expanded to accommodate more walk-in service and efficient billing services.
- The Multicultural Center, the only one of its kind in the University of Maine System, is home to nine culturally focused student organizations and the Multicultural Scholars Society.
- Wilde Stein is one of the oldest gay-straight alliances in the country, and the University of Maine Rainbow Resource Center is a hub for LGBT students and social activism.

- New Balance Student Recreation Center is among the top 10 recreation centers in the nation. It hosted many events, including the Invention Convention, Wind Blade Challenge, two career fairs, Hope Festival, Relay for Life, AAU basketball tournaments, blood drives and Maine Bike Swap.
- UMaine is a Yellow Ribbon-participating institution, recognized as a Veteran Friendly University by the Military Friendly Schools Guide.
- The Office of Equal Opportunity provided nondiscrimination training to 87% of hourly paid student employees, and equal opportunity training to 88% of graduate students with assistantships. Both trainings included state-mandated sexual harassment training.

- **UMaine Police Department.** The University of Maine Police Department (UMPD) was accredited by the Commission on Accreditation for Law Enforcement Agencies for achieving 112 national standards, best practices and professionalism. UMPD is now one of only five agencies in the state to have reached this level of accreditation. The Department is actively working toward the next tier of accreditation, which includes 60 more standards.
- **Office of Sexual Assault and Violence Prevention.** The Office of Sexual Assault and Violence Prevention (OSAVP) was developed and staffed in early 2013 in accord with the recommendations from a Presidential Task Group to set up goals for effectively responding to and preventing incidents of sexual violence through a comprehensive educational program. Additionally, a strong emphasis on data collection will inform program and policy changes to improve the quality and safety of student life.
- **Auxiliary Services.** Auxiliary Services, managed by the Senior Vice President for Administration and Finance, is a \$52.9 million enterprise, providing services in 36 buildings, conducting 11,300 transactions daily and employing 650 students.

Housing

- Residence hall occupancy was over capacity and, as the largest incoming class arrives in 2013, plans for a new residence hall are under way.
- Significant safety and security upgrades to residence halls included sprinklers, additional security cameras and outdoor LCD lights, Persona Locks for high-security access to rooms, and Auto Encoder for student self-service during lockouts.
- Facility upgrades included new lounge furniture, new countertops and partitions in the bathrooms of four residence halls, upgraded communication wiring, and accelerated furniture replacement and painting cycles.
- Amenity upgrades included expanded wireless, new ping-pong and pool tables, new flat-screen televisions in lounges, and premium single rooms. To meet demand, additional single rooms were made available through reconfiguration. The premium single rooms are 30% larger than traditional single rooms, and include a full-size bed, an easy chair and a microfridge.

Dining

- Local foods make up 17% of total food purchases, including the change from Green Mountain Coffee, a brand in Vermont, to Carpe Diem in North Berwick, Maine. Menu changes were increased to three times per academic year and include more ethnic, vegetarian and healthy options. Additions to Union Central, recently renamed the Bear's Den, include sushi, hot sandwiches, customizable hamburgers and frozen yogurt venues. Unlimited access plans have contributed to 52% of students who are not required to have a meal plan choosing one.

- **Bursar's Office.** Quality student service was characterized by:

- Increasing use of e-commerce with TouchNet Marketplace applications.
- Billing \$158 million in tuition, fees and miscellaneous student charges, and processing more than 500,000 transactions for 13,000 students.
- Re-engineering the process for recording departmental credit card deposits to improve efficiency, timeliness and accuracy.
- Clearing a backlog of unreconciled tuition assistance accounts with the Veterans Administration.
- Achieving 100% compliance with the Payment Card Industry Data Security Standard (PCI DSS).



Enhancing the Academic Experience

Undergraduate student initiatives include the establishment of the International Student Study Center, approved by the University of Maine System Board of Trustees and implemented in fall 2013 with the arrival of the first class. It is anticipated that this program will achieve at least 300 new students each year, to a maximum of 1,000 by the fourth year of operation. This initiative will greatly enhance the diversity experience of the UMaine student population. College-specific initiatives include:

College of Liberal Arts and Sciences (CLAS)

- The Center for Undergraduate Research (CUGR), funded in part by a PRE-VUE grant, distributed \$61,875 to 36 students for the CUGR Fellowship Award Program to enhance and increase involvement in faculty-supervised research. In addition, 117 undergraduates made presentations at the 4th Annual Undergraduate Research and Academic Showcase, attended by faculty and students, and six students received \$3,000 CUGR Summer Fellowships. Also, Dr. Ali Abedi assumed leadership as Interim Director.
- The CLAS Student Advising Center, funded by a PRE-VUE grant, completed its first full year of operation under the direction of John Mascetta, building connections throughout campus to assist students at risk or undecided about a major, transfer students and those registered on multiple campuses. At least 60 students identified on academic probation were mentored to improve academic progress. All initiatives should continue to improve student retention and graduation.

College of Education and Human Development (CEHD)

- The CEHD Advising Center provided services that enhanced academic progress, offering 1,754 one-on-one advising sessions with students in the major areas of registration, teacher candidacy and general advising.

College of Engineering (COE)

- The College of Engineering assisted Southern Maine Community College with the Pre-Engineering Associate Degree Program.
- COE graduates of the Class of 2013 reported 80% had co-op or internship experiences with industry or conducted substantial academic research with a faculty mentor.
- The college has a fully functioning system to assess student learning outcomes, promoting all six engineering programs to expect maximum term of reaccreditation from the Accreditation Board for Engineering and Technology (ABET).

College of Natural Sciences, Forestry, and Agriculture (NSFA)

- NSFA established a new internship model with scholarship support for opportunities with Maine businesses, with the environmental consulting firm, Stantec, the first partnership.
- School of Biology and Ecology faculty have fully incorporated inquiry-based laboratories into introductory courses for majors and nonmajors.

Maine Business School (MBS)

- The first students in the new Business concentrations in Management Information Systems and Entrepreneurship graduated in May 2013.
- The first year of a new pre-business track for new Explorations and Foundations students had an enrollment of 108 students — 51% of whom transferred into the Maine Business School.
- A new Bloomberg terminal added to the Maine Business School technology resources, providing students with broad, comprehensive and instantaneous information to conduct in-depth research; news, data and analytics that drive modern finance; macro, global and country-by-country data revealing global trends — all for a real-world view of putting economic theory into practice.

Honors College

- Fourteen Honors College students participated in the Genomics Discovery Initiative and 15 upper-division students studied the Functional Genomics of Human Disease in association with the Mount Desert Island Biological Laboratory (MDIBL), funded, in part, by the INBRE program of the National Institutes of Health.
- Fifty Honors theses were completed and presented.

Graduate School

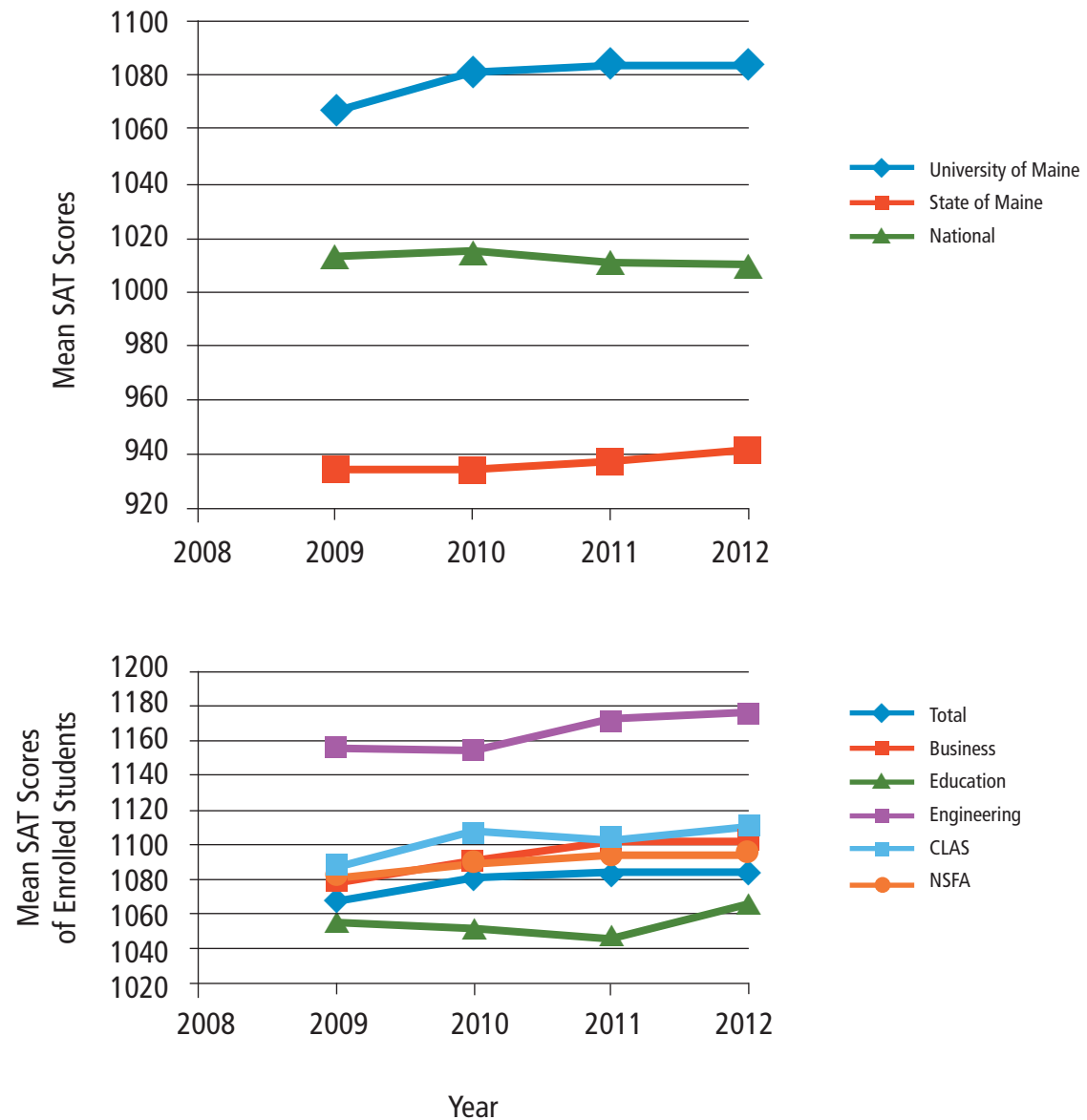
- The Department of Anthropology accepted its first cohort of students into the new Ph.D. program in anthropology and environmental policy.
- Maine Business School hired a new graduate programs manager/internship coordinator.
- The College of Education and Human Development filled a position for grant writing and research support.
- The College of Education and Human Development was granted permission to offer a new Ph.D. concentration in STEM education.
- The School of Policy and International Affairs was transitioned from the Graduate School to the College of Liberal Arts and Sciences. This transition will allow for more collaboration and interaction with other academic units, and will synergize the undergraduate and graduate programs in the college.
- The Graduate School has successfully tracked 76% of Ph.D. graduates from 1990–2011, which will improve alumni relations.
- The Graduate School created four summer dissertation fellowships to decrease time to completion for doctoral students.
- Two Blue Sky Fellowships were established by the President (\$25,000/year) to ensure doctoral completion, and recognized excellence in graduate student performance and service.
- Susan J. Hunter Teaching Fellowships were established to fund ABD students (students only having the dissertation to complete) to teach undergraduate courses.



Metrics for Student Success

The potential success of UMaine students begins with their admission. UMaine students continue to have higher SAT score averages than their national and state counterparts, and those scores continue to increase annually (Figure 4.1). While SAT scores provide only one view of a student's potential, they nonetheless speak to the high academic quality of enrollees at UMaine. Due to its competitive admissions requirements, the College of Engineering enrolls students with significantly higher SAT scores than the average. All of the colleges experienced increases in the average SAT scores of enrollees from 2009 to 2012, as reflected in Figure 4.1.

Figure 4.1. Mean SAT Score Comparison



As a continuing commitment to providing an excellent education to our students, it is also important to provide standard measures of success in addition to traditional measures of academic performance in each student's curriculum. Consistent with national standards, assessment of retention, graduation rates and measurement of performance on national professional examinations are important tools to evaluate student academic success at the University of Maine.

The first-year retention rate has remained steady at approximately 78% since 2007.

The overall university six-year graduation rate (a standard national measure) has remained relatively constant since

2007 (59% compared with a national peer average of 51%); however, the UMaine Colleges of Natural Sciences, Forestry, and Agriculture, and Education and Human Development six-year graduation rates each are 66%, and the College of Engineering six-year graduation rate is 63%.

Between FY08 and FY11, the number of degrees conferred by the University of Maine increased by 14%, with a concomitant decrease in FY12 due to an unusually high number of baccalaureate and doctoral degrees granted in 2011–12. Notably, the number of bachelor's degrees conferred in the colleges of Engineering and Education and Human Development between FY08 and FY12 increased approximately 18% (Table 4.2).

Figure 4.2. University of Maine First-Year Retention

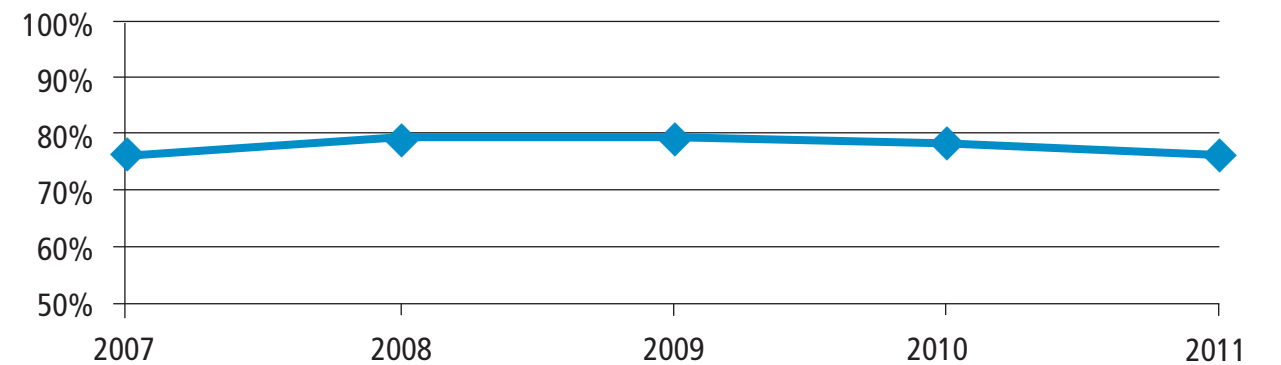


Table 4.2: University of Maine Degrees Conferred

Fiscal Year	2008–09	2009–10	2010–11	2011–12	2012–13
Bachelor's	1,611	1,765	1,827	1,875	1,666
Post-Baccalaureate Certificate	0	1	2	6	27
Master's	402	452	424	447	415
Certificate of Advanced Study	16	36	28	45	26
Doctorate	59	52	55	65	47
Total	2,088	2,306	2,336	2,438	2,181

Table 4.3. 2013 Student Performance on Professional/Licensure Exams

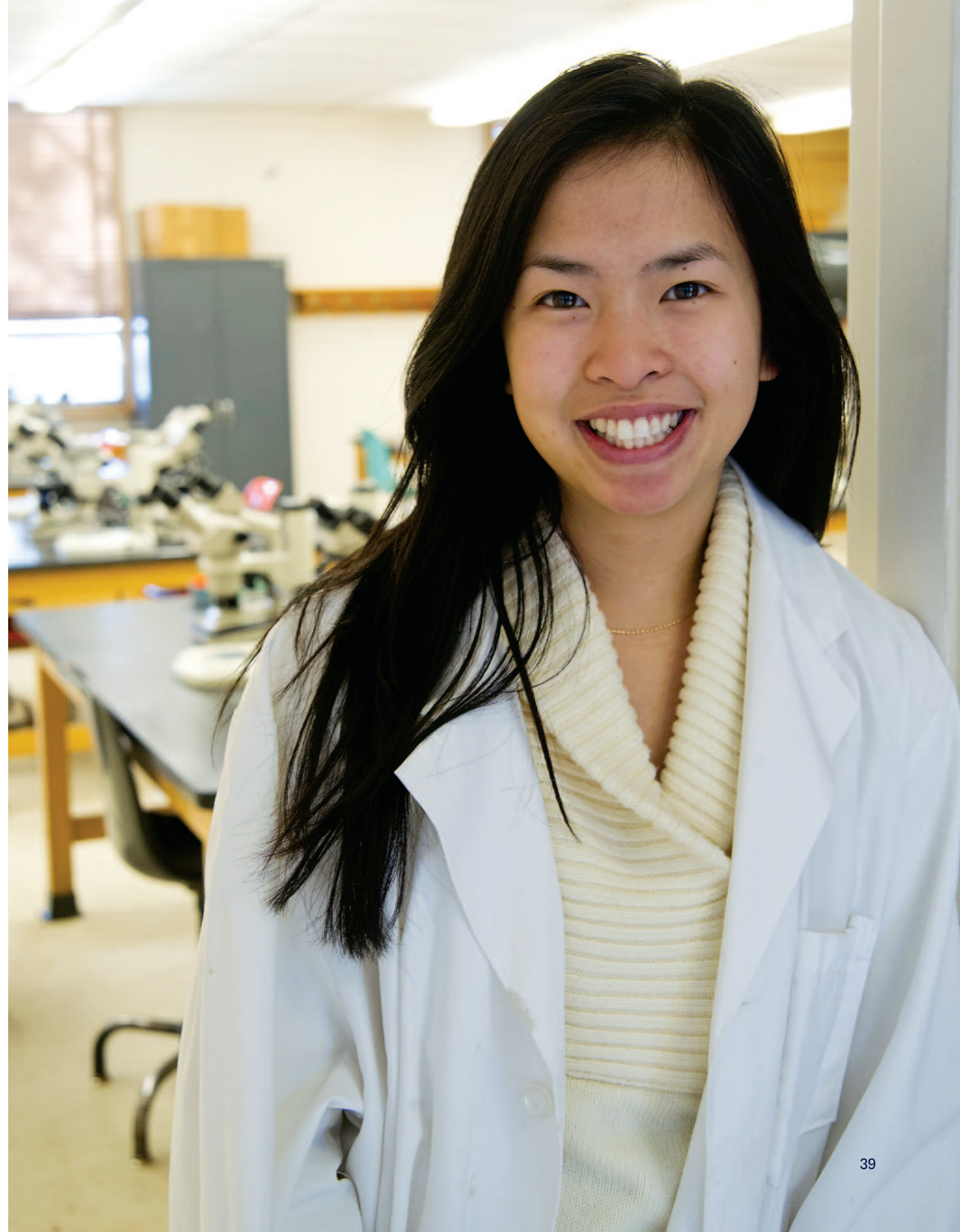
Academic Unit	Program/Exam	UMaine Pass Rate*	Comments
Maine Business School	CPA (first attempt)	72%	National Rate: 48%
Maine Business School	ETS Field Test		Top 20% of national undergraduates Top 2% of national graduate students
Social Work	LMSW-2012	94%	National Rate: 72%
	LMSW-2013	87%	National Rate: 66%
Dietetics	Registered Dietitian Exam	94%	Five-year average
Communication Sciences and Disorders	PRAXIS Test Speech-Language Pathology	100%	National Rate: 86%
Nursing	RN Licensure	97%	
	MSN Nurse Practitioner	100%	
Education/Human Development	PRAXIS I	100% as of 2010–11	
	PRAXIS II	100% as of 2010–11	
	Athletic Training Certification	100%	

*Indicates percentage of UMaine students who successfully pass the examinations, compared to total number of students taking the examination.

Of the baccalaureate graduates from the 2010–11 cohort who participated in the Life After UMaine survey, 90% of those working full-time in a job related to their UMaine degree reported that the university prepared them “very well” or “moderately well.”

A further demonstration of UMaine’s commitment to student success after graduation is preparation for professional or licensure examinations in applicable programs. A significant measure of student success for the university is the pass rate for those academic programs with a nationally administered standardized or professional licensure examination. (Table 4.3).

The satisfaction of UMaine graduates with their educational experience, and the confidence they feel as they embark on their careers, speaks to the strong commitment of the faculty to their disciplines and to their students. UMaine strives to exceed student expectations in all areas — from the diversity of student life to academic achievements. UMaine offers students a unique and rightful sense of place through landmark facilities and technological outreach abilities. Pride in the physical campus is inextricably and appropriately linked to the outstanding achievements and opportunities of our university community, and is critical to promoting a vibrant learning and living place of discovery.



5

IN THIS CHAPTER

- Capital Construction Projects Under Way
- Capital Construction/Renewal Projects
- Paint, Polish and Plant Projects Completed
- Fogler Library
- Information Technologies and Infrastructure
- Energy, Utilities Infrastructure and UMaine's Commitment to Sustainability

Restoring the Dream

Originally encouraged in the President's 2011 Paint, Polish and Plant Initiative, the focus of Pathway 5 is led primarily by the Department of Facilities Management (FM) through its Divisions of Planning, Design and Construction, Maintenance and Operations, Business Services, Work Management and Energy, under the supervision of the Senior Vice President for Administration and Finance Janet Waldron. In FY13, the University of Maine campus benefited from approximately \$83 million in capital construction projects to preserve and enhance the quality of infrastructure and physical plant, which are consistently guided by the Blue Sky Plan, Campus Capital Plan, Campus Master Plan and University Climate Action Plan. Additionally, UMaine is working closely with Sightlines to integrate a long-term strategic approach to setting priorities for building renovation and restoration as part of the Blue Sky Plan.

FM works closely with the Provost, Associate Provost, Deans and members of the faculty to review and assess priority for classroom and laboratory upgrades, as well as fundamental needs in new construction in support of the academic and research agendas.

Capital Construction Projects Under Way

Memorial Gym and Field House Renovation (\$15 million) and Emera Astronomy Center (\$5.2 million), both to be completed in 2014. The Memorial Gym and Field House, a historic complex that anchors one end of the university's Mall, is home to most of UMaine sports programs and to ROTC. In addition to UMaine sports teams, the Memorial Gym and Field House serve as the host venues for many club and rec sports activities, high school track meets, summer camps, the annual Alumni Association craft fair and many similar events.



Capital Construction/Renewal Projects Completed

- Construction
 - Stewart New Media/Art Complex. State-of-the-art facilities for the Departments of Art and New Media
 - Compost Facility
 - Black Bear Way/Alfond Way
 - Paul Mitchell Batting Pavilion
 - Center for Cooperative Aquaculture Research Tank Building
 - Caribou Hall Parking Lot
 - Deering Hall Instructional Labs
 - Neville Hall Data Center
 - Charlie's Terrace, celebrating the life and impact of former Honors Dean Charlie Slavin. The terrace/garden/outdoor classroom/gathering place was designed and completed next to Colvin Hall, funded primarily by private donations.
 - The Harold L. Chute, DVM Center for Equine Research and Education at Witter Farm, funded from the Chute family and other private donations, and the Maine Technology Asset Fund
- Renovation
 - Nutting Hall
 - Major exterior renovation, greatly improving appearance and energy efficiency
 - Barbara Wheatland Geospatial Analysis Laboratory established and opened, funded by a \$250,000 endowment from the Maine Timberlands Charitable Trust to the School of Forest Resources.
 - Room 216 Classroom/Lab in Shibbes Hall
 - Landscape Design Studio in Rogers Hall
 - Labs in Nutting and Deering Halls
 - Two teaching labs, lecture room and two research labs in Deering
 - Wildlife Ecology teaching lab, research lab and graduate student office in Nutting
 - Sprinklers at University Park
 - Alumni Hall Second Floor Relocation for Marketing and Communications
- Upgrade
 - Little Hall classroom
- Demolition
 - Buildings at University Park
- Installation
 - Heating Plant boiler 8
 - Alfond Stadium mezzanine flooring
 - Alfond Family Lounge air conditioning
 - Aroostook Farm energy project
 - Bennett Hall elevator
- Relocation
 - College of Liberal Arts and Sciences office in Stevens Hall
 - Human Resources and Center for Community Inclusion offices in Corbett Hall
- Design Work
 - Crosby Hall elevator and ADA bathroom project
 - Classroom upgrades in D.P. Corbett Business Building, Bennett Hall
 - Fogler Library collaborative learning space
 - Estabrooke Hall active learning classroom

"In 2001, I said, 'show me your art space,' and they took me to the cellar of one place, then they took me to the attic of another. The emphasis has definitely changed at the University of Maine. There was not that much interest in the arts here, but now they really have done it. That really has changed."

Renowned Artist Jamie Wyeth reflecting on his perceptions of UMaine since 2001 at the Dedication of the Wyeth Family Studio Art Center in the newly renovated Stewart Commons, September 29, 2013

Paint, Polish and Plant Projects Completed

Exterior painting has been completed for Fogler Library, Stevens Hall, Chadbourne Hall, D.P. Corbett Business Building, Merrill Hall, Nutting Hall, Deering Hall and, most recently, Alumni Hall.

Fogler Library

A new collaborative space for the Information Commons is presently under way that will provide an area for CETA workshops, and meeting areas for the Tutor Program and Writing Center. Students will have access to group study rooms, and teaching space will be available for the library staff.

Digital Commons at UMaine provides access to the scholarly, educational and creative works of the University of Maine community. The library continues to add to this important resource.

Information Technologies Service and Infrastructure

IT, in conjunction with its advisory councils, develops sound policy for the management of technology, addresses the needs of academic, administrative and research users of technology, and provides ongoing technology to meet the changing needs of the university. Major accomplishments included:

- Partnered and completed the consolidation with University of Maine System IT, while continuing to provide quality service to UMaine.
- Upgraded FirstClass server hardware to support new software involving two new servers.
- Completed VoIP installation on the UMaine phone system.
- Addressed 13 initiatives in the UMaine IT Strategic Plan in alignment with the Blue Sky Plan, including formation of the IT Strategic Council and the IT Effectiveness Committee.

Energy, Utilities and Infrastructure, and UMaine's Commitment to Sustainability

A key arena in which the University of Maine can strategically reduce cost and improve efficiencies is in the management of energy purchases and utilization on campus. Sustainable energy management and procurement policies and practices by the Division of Administration and Finance between 2002 and 2013 have resulted in:

- Increased usage of individual room temperature controls and occupancy sensors across campus.
- Total campus trash generation down 35% since 2007.
- Campus recycling rate for common household materials up 37% since 2007.
- From 2002–05, total campus energy use increased sharply by 33% with the addition of approximately 200,000 gsf of new energy-intensive space.
- Since 2005, despite an additional growth of approximately 200,000 gsf of energy intensive space, total campus energy use has actually decreased by 5% due to fuel-switching and efficiency upgrades. Additionally since 2005, Campus Scope 1&2 Greenhouse Gas emissions have been reduced by 24% through use of less carbon-intensive fuels. Campus Carbon Neutrality is projected by 2040.
- Actual accumulated 2012 savings in avoided costs from trended base calculations since 2005 due to improved campus practices are \$7,400,342 for purchased electricity and \$8,666,905 for purchased fuels.

For the fourth consecutive year, the University of Maine was honored by *Princeton Review* in its *Guide to 322 Green Colleges* as one of the most environmentally responsible colleges in the U.S. and Canada.

Blue Sky Pathway 5, Restoring the Dream: Renewing Pride and Stewardship of Place is a natural aspect of strategic planning for the University of Maine, commensurate with the original vision of the Olmstead Brothers who designed the campus. This commitment to place — our place — reflects a strong commitment by the UMaine community to preserve the land grant beauty of the university, honor its historical significance, maintain the physical plant in the most cost-effective manner, and ensure a vibrant place of learning and discovery for our students, faculty and staff.





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Photographs on page 9 by Edwin Remsberg.

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