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## Leadership Unplugged: A Women in Leadership Week Event

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## Leadership Unplugged

A Women in Leadership Week event. Guest speaker UMaine President Susan J. Hunter on "Preparing the Next Generation of Women in Leadership." The event was sponsored by the Maine Development Foundation.

March 26, 2015

Run Time : 00:47:59

<https://youtu.be/Zqec5t7WoWk>

**Transcript is machine generated, unedited, in English.**

TRANSCRIPT:

00:06

welcome to our spring series of our

00:08

leadership unplugged series which is a

00:10

program of the leadership main program

00:12

of the main development foundation I

00:14

like to thank our series sponsored

00:16

before we begin bangor savings bank

00:19

which has sponsored this spring series

00:21

in a very strong supporter of mdf & A

00:24

champion circle member we appreciate

00:26

that through our membership we are able

00:29

to do these things and able to exist as

00:31

an organization so that's also a pitch

00:33

for membership there's membership

00:35  
information on your table also on your  
00:37  
table there's some information about  
00:38  
some of our upcoming programs and  
00:39  
programs in general the main downtown  
00:41  
center conference is coming up May first  
00:43  
in Brunswick there's a flyer on your  
00:45  
table there's also information about our  
00:48  
next step main employees initiative  
00:51  
which explains the benefits of that  
00:53  
program if you're an employee or we  
00:56  
would really like it if you'd like to  
00:57  
sign up if you're an educational  
00:59  
institution we love you to be on board  
01:01  
as one of our education partners I've  
01:06  
have a long history with the University  
01:08  
made myself even though I've never been  
01:09  
a student here my grandfather worked in  
01:11  
the kitchen here many many years ago I  
01:13  
remember coming here in bowling and the  
01:15  
old bears den maybe in the early 70s  
01:18  
with that date myself to be that old and  
01:21  
I think later on they got a big screen

01:22

TV which was pretty cool at the time but

01:24

I'm sure you couldn't see it much and

01:27

two of my first cousins graduated here

01:30

they were the first two and our family

01:32

on my dad's side to go to college my one

01:35

of my cousins was out of the chemical

01:37

engineer program and she was one of the

01:39

first women to graduate from that

01:41

program another one is a schoolteacher

01:44

in VZ where she's been for 30 or 40

01:46

years and on my wife side both of her

01:48

parents are graduates here and my

01:50

mother-in-law her mother all of her

01:52

siblings went here they were a family

01:53

from Winterport and that was four

01:55

siblings that all attended the

01:57

University of Maine and there's been

01:59

other family members to go through here

02:00

and really as a Washington County native

02:03

you know this is a central place of

02:06

eastern Maine that's funny for a guy

02:07

from Washington County but you know what

02:08

I mean we're in eastern Maine and

02:10

certainly the University of Maine has

02:12

play

02:12

role in that and most recently my wife

02:16

graduated with her MFA here and

02:18

intermedia just last year and just in

02:20

the mail last week my son received an

02:22

acceptance letter from you may which

02:24

were urging him to do but he does have a

02:27

pile of those so if you know any good

02:29

deals on tuition we'd we'd appreciate

02:31

that if we could sway him over to where

02:34

he may choose in the end so a little bit

02:38

about main development foundation we've

02:40

been working over three decades for to

02:42

drive sustainable economic long-term

02:44

growth for me we're delighted excuse me

02:47

would have dedicated to building a high

02:49

quality of life for all main people

02:51

across the state no matter where you are

02:53

we're an organization that believes in

02:55

action access and attitude we have a

02:58  
proven track record through our  
03:00  
programming of empowering leaders  
03:02  
strengthening communities and guiding  
03:04  
public policy through a variety of  
03:06  
programming but also with information to  
03:10  
inform not only a legislature but the  
03:12  
people of Maine that are involved in  
03:14  
business education health care in all of  
03:16  
those things because we believe that the  
03:18  
key to growth in our state is going to  
03:21  
be a productive workforce that is  
03:23  
educated healthy living in an engaged  
03:25  
community or engaged in their community  
03:27  
and their economy can be innovative and  
03:30  
all of those things in a vibrant  
03:31  
downtown and when we think of foundation  
03:33  
and the main development foundation  
03:34  
those are the building blocks and the  
03:36  
foundations that we want to build upon  
03:38  
with our collaborators and when I meant  
03:40  
with our many many partners a lot who  
03:42  
have seen this morning in this room and

03:44

certainly including the University of

03:46

Maine so now at this time I'd like to

03:50

invite Jim Donnelly the senior vice

03:52

president the director of consumer

03:53

banking to come up and say a few words

03:56

Jim good morning it's always hard to

04:02

follow an eloquent gentleman like Harold

04:06

but it's a being the affiliation with

04:10

bangor savings and main development

04:12

foundation goes back quite a while and

04:14

the dedication to the future of maine

04:17

and the vision of where main could be

04:19

from where we are is joint and so that

04:23

support for the the mission

04:25

in and the direction that main

04:26

development foundation has had and the

04:29

leadership that Harold is delivering two

04:31

main development foundation to lead us

04:33

to the future is inspiring and easy to

04:36

be a part of and for us to be here today

04:39

together at the University of Maine and

04:41

at the research center of Maine is

04:44

really an exciting combination of three

04:47

venerable and visionary organizations

04:51

I've only been with bangor savings for a

04:53

little while and i can tell you our

04:57

commitment to our communities and to the

05:00

future the state of maine is similar

05:02

enough to what Harold said that I can

05:05

see the symmetry being very easy to

05:07

match a little bit later i also am a

05:12

graduate of made of development

05:14

foundations leadership main program the

05:16

gamma class very good program if you

05:19

haven't been through it or you haven't

05:20

had an employee go through it it's well

05:23

worth it and they all come out of it

05:24

with better connections and a better

05:26

understanding of that me what maine is

05:30

we're going to hear shortly from dr.

05:33

hunter and i also have the pleasure of

05:35

serving on the university main board of

05:37

trustees and so I've gotten to know dr.

05:40

hunter just a little bit over the last

05:42

few months and I can't think of a better

05:47

person in the state of Maine to lead the

05:50

University of Maine into the future than

05:53

dr. hunter she has a keen intellect and

05:56

you would expect that at anybody at this

05:58

level but the energy and enthusiasm she

06:02

brings to the room is electric it's

06:05

exciting and I love being on the board

06:09

when she gets up to talk I always stop

06:13

what I'm doing and if any of you know me

06:14

I mean I'm always talking so if i stop

06:16

talking somebody's really interesting so

06:20

speaking of me talking too long and too

06:23

often I'll wrap it up and pass it on to

06:27

back to Harold but I want to thank you

06:29

again on behalf of bangor savings bank

06:31

for being here we're so excited to

06:34

sponsor this event and be a circle

06:36

leader with main development found

06:38

have a good news we're thrilled to have

06:42

dr. Susan hunter with us this morning

06:44

she said to call me sue no call her sue

06:48

boy named sue if you're old not think

06:52

get that joke yes she said to call a su

06:56

and I said call me Harold that would be

06:58

fine there's not the joke they didn't

07:00

quite go off I probably do that i want

07:03

to thank also we have a board of one of

07:05

our board trust a board of director

07:06

members here Darcy main boyington from

07:08

the city of brewer she joined our board

07:10

this year and we're certainly pleased to

07:12

have her there on the board along with

07:14

dr. hunter she's a graduate of the

07:17

leadership main program which we are

07:19

recruiting for as you know and as

07:22

there's information on your table and

07:24

she's been a good friend friend to mdf

07:26

over the years and she's currently

07:28

-serving that first term along with Darcy

07:30

and we feel very fortunate to have her

07:33

at the table before though I just want

07:36

to talk a little bit about the work that

07:37

we do with the University of Maine

07:39

they're one of our major partners

07:40

recently in 2013 and the mdf in the

07:43

University of Maine School of Economics

07:45

began partnering in a series of economic

07:47

reports you've probably seen those the

07:50

call the quarter reports and they're

07:51

they're issued the last one was on

07:53

energy also they begin partner with us

07:56

on a series of these that in there based

08:00

on the our measures of growth report

08:02

that we come out the new one will be

08:03

coming out next month and we take a look

08:04

at those throughout the years throughout

08:06

the year and we do the quarterly reports

08:09

based on those and we're very pleased

08:11

with that partnership and as I mentioned

08:13

we've done them on energy but other ones

08:14

have a group included productivity

08:16

personal income the fiscal return on a

08:18

higher education and strategic land

08:21

conservation we've also had the

08:23

opportunity to host to excellent in

08:25  
terms at mdf they've been very valuable  
08:28  
they've gained a lot of experience we've  
08:30  
learned from them and we just love doing  
08:32  
that and having their energy the young  
08:34  
lady that we had last year was amazing  
08:37  
and we know that she's going to go on to  
08:38  
do amazing things and we've worked for  
08:40  
many years in collaboration with the  
08:41  
Margaret Chase Smith Center for Public  
08:43  
Policy and Oh Mary card is here we thank  
08:46  
her for all that work and others over  
08:47  
there for the research and working with  
08:50  
the policymakers  
08:51  
so to introduce dr. hunter right now  
08:54  
it's my pleasure to introduce Dana  
08:56  
Humphrey the Dean of engineering college  
08:58  
here at the University of Maine thank  
09:00  
you very much Harold and thank you for  
09:01  
all that that the main development  
09:03  
foundation does for our state it plays  
09:05  
an absolutely critical role and thank  
09:07  
you and all your team for that it's my

09:10  
pleasure to welcome you to the  
09:11  
University of Maine and to really let  
09:14  
you know this is a very special year for  
09:17  
the University of Maine this is our  
09:18  
hundred and fiftieth anniversary if we  
09:21  
look back to when the University of  
09:23  
Maine started we had only three majors  
09:25  
civil engineering mechanical engineering  
09:28  
and agricultural arts why were those  
09:31  
three majors picked those three majors  
09:34  
were picked because they were absolutely  
09:35  
critical to the future of Maine at that  
09:39  
point in time now we have 200  
09:42  
undergraduate and graduate degrees but  
09:45  
the theme is the same these are majors  
09:47  
that are absolutely critical to the  
09:49  
future of our state our mission is to  
09:53  
take can provide the graduates the  
09:55  
knowledge and the technologies to move  
09:57  
main forward now we're located here in  
10:00  
or no but our mission reaches every  
10:03  
corner of our state we look at the

10:07  
knowledge it reaches every corner our  
10:09  
graduates reach every corner and this  
10:13  
examples include a company and ashland  
10:16  
main that makes a very innovative  
10:17  
shingle product their production line  
10:20  
was developed here at the University of  
10:22  
Maine we look at texas instruments in  
10:24  
South Portland that is that the head of  
10:28  
that is Chris Joyce a graduate of our  
10:30  
engineering physics program so to think  
10:32  
about what you main does we reach  
10:34  
absolutely every corner of our state we  
10:36  
have over 11,000 students and a strong  
10:38  
University of Maine is absolutely vital  
10:40  
to the future of this state now with  
10:45  
that it gives me great pleasure to  
10:47  
introduce dr. Susan hunter the first  
10:49  
woman president of the University of  
10:51  
Maine dr. hunter became president on  
10:54  
July seventh of last year prior to  
10:57  
starting her two-year appointment as our  
10:59  
president she served as vice chancellor

11:01  
for academic affairs for the University  
11:03  
of Maine system  
11:05  
she began her full-time career at umaine  
11:07  
in 1991 is a faculty member in the  
11:10  
Department of Biological Sciences at  
11:13  
UMaine her administrative positions  
11:15  
included five years as the executive  
11:17  
vice president for academic affairs and  
11:19  
provost and what that means is she was  
11:22  
my direct boss and one thing I can say  
11:26  
about dr. hunter is she is an absolutely  
11:28  
outstanding boss and that's greatly  
11:31  
greatly appreciated president hunter is  
11:34  
a cell biologist whose research focused  
11:37  
on the structural and functional aspects  
11:39  
of bone cell biology a research work was  
11:43  
supported by the National Institutes of  
11:45  
Health in the National Science  
11:46  
Foundation she received a PhD in  
11:50  
physiology from Penn State University  
11:52  
and did her postdoctoral work at Case  
11:55  
Western Reserve and at Penn State

11:57

University and I must add dr. hunter of

12:01

course is a graduate of leadership main

12:03

so just one more one more plug dr.

12:07

hunter will be formally installed as our

12:09

president tomorrow at 3pm in the Collins

12:12

Center for the Arts and you're all

12:14

invited so with that let's all welcome

12:16

dr. Susan hunter I was asked to talk a

12:20

little bit about you know what it said

12:23

the phraseology was what led to my

12:25

success I'd rather just say late how did

12:27

this all happen and and and what sort of

12:30

set me up maybe to have this allow this

12:33

to happen to allow me to capitalize on

12:35

the opportunities that presented

12:38

themselves because I think that's really

12:39

what it's about it's about taking

12:41

advantage of opportunities and and

12:43

frankly being nimble enough to recognize

12:45

opportunity and then getting something

12:48

out of it that sets you up for the next

12:50

opportunity so just background I went to

12:53  
college at James Madison University and  
12:55  
and now that place has about 18,000  
12:57  
students but when I went there and had  
12:59  
about 4,000 students and although it was  
13:01  
co-ed it was still far more women than  
13:05  
men and the women were the leadership of  
13:08  
the campus so that was a plus I  
13:10  
basically started kind of God involved  
13:13  
in some campus activities leadership I  
13:15  
was a I was an athlete  
13:18  
I if we had kept track of such things  
13:21  
and did such things I would have  
13:23  
lettered in fencing and golf so I don't  
13:25  
fence anymore although once in a while I  
13:27  
think it might be handy but they always  
13:32  
had tips on the end you really couldn't  
13:34  
like skew or anybody but i but i do  
13:38  
still play golf although the amount of  
13:40  
golf i play keeps going downhill with  
13:42  
every job so i was a much better golfer  
13:45  
before I became a department chair and  
13:48  
it spins like off the cliff at since

13:50

then really off the cliff as provost and

13:52

then president it's just hopeless I

13:54

almost don't know which end of the club

13:56

to hold anymore and I keep threatening

13:58

to go back and work on my short game

14:00

because I won't have a long game by the

14:03

time I retire so I'm going to have to

14:04

really work on my short game Madison

14:08

College was is right off interstate 81

14:10

it's in Harrisonburg Virginia beautiful

14:12

country Skyline Drive it was the middle

14:15

of nowhere then and it did have a very

14:18

strong Greek system and I was in a

14:20

sorority in fact I was president of a

14:22

sorority when I tell people that they

14:23

just kind of fall off their chairs

14:24

laughing but I was the president of a

14:27

sorority and it probably was it did two

14:31

things first every week I had to run a

14:34

business meeting with 40 members and

14:36

several advisors I mean the real adults

14:39

in the room were the advisers and it did

14:42

and then I had to communicate with our

14:44

national office every month in a formal

14:46

you know report and sometimes on the

14:48

phone so I think it sort of got me so it

14:52

got me trained to do that kind of thing

14:53

and it also was if I hadn't been in a

14:58

Greek system then I wouldn't have been

15:00

as involved in community service because

15:02

as someone just going to college living

15:04

in the dorm I'm not saying I wouldn't

15:06

have done anything but having that the

15:08

structure of a Greek system where we

15:12

each had philanthropic we the one I was

15:15

in we went out and did picnics at a home

15:18

for disabled children and adults we

15:21

raise money for Easter Seals I think

15:23

there was some you know charity we did

15:25

various things on campus and did things

15:27

off campus and that that really started

15:29

because of that experience in the Greek

15:31

system so how

15:32

did I end up here well my husband and I

15:35  
were at Penn State that's where we  
15:36  
that's where we met he's a plant  
15:38  
pathologist sort of semi retired he  
15:40  
retires and then he teaches a course for  
15:42  
um p he retires and this summer he's  
15:44  
filling in at the plant disease clinic  
15:46  
down on College Avenue for Cooperative  
15:49  
Extension so he's sort of semi retired i  
15:53  
think is probably more appropriate but  
15:55  
we moved here 28 years ago we had two  
15:57  
little kids it seemed like although he  
15:59  
got the real job it seemed like it was a  
16:01  
good idea if I came along so I did and I  
16:06  
started my career as an adjunct  
16:07  
instructor in zoology shortly after  
16:09  
arrival the department of zoology i'd  
16:12  
met a couple people on a visit that we  
16:14  
made and i was asked if i wanted to  
16:16  
teach cell physiology because Bruce  
16:19  
Seidel the late Bruce I Delhi passed  
16:20  
away a couple years ago he had a grant  
16:23  
to go to the South Pole to the Antarctic

16:25  
a part of spring semester for three  
16:28  
years in a row and so that was when he  
16:30  
taught that course and they said do you  
16:32  
want to teach it when I was in grad  
16:35  
school I never taught because i was on  
16:37  
research money so I agreed to this and  
16:40  
then I thought oh my god what have I  
16:42  
agreed to I haven't the foggiest idea  
16:44  
how you do this don't let that stop you  
16:48  
in anything but I did have to work  
16:51  
really really hard because I really  
16:53  
didn't know how to do this it was a 400  
16:55  
level course I had great students the  
16:57  
first crop of students I have believe me  
17:00  
they were very kind because it was  
17:01  
probably clear that I really didn't have  
17:03  
a clue how to do this but I learned  
17:05  
because I think I'm a relatively quick  
17:07  
study maybe that's another trait but I  
17:09  
taught that cell physiology course for I  
17:12  
think five times while I was an adjunct  
17:14  
I taught anatomy and physiology once or

17:18

twice I taught clinical lab methods a

17:20

couple times all while being an adjunct

17:24

I helped design a new course before I

17:27

had a job I was on graduate committees

17:30

and to be honest my goal was to become

17:32

irreplaceable I don't think I thought

17:34

about that in January of 1987 when I

17:37

started teaching but after a little bit

17:39

of time I thought all you got to do is

17:41

work hard enough and do a lot of work

17:43

that suddenly somebody goes oh what if

17:46

we

17:46

we do if she's not here and so they

17:50

hired me to a tenure line faculty

17:53

appointment and I started that in 1991

17:55

so that's why sometimes you hear that

17:57

I've been on campus for 28 years which

17:59

is true but my full-time job started in

18:01

1991 Dave and I had wonderful careers

18:05

here I mean I'm still having one we

18:09

loved living here our kids loved growing

18:11

up in orono we never had a desire to be

18:14  
anywhere else so all this time things  
18:17  
just kept unfolding and I have had a  
18:18  
bunch of jobs my my first administrative  
18:22  
job was as an assistant director for  
18:25  
Life Sciences in the College of Natural  
18:27  
Sciences forestry and agriculture Bruce  
18:30  
wiersma hired me into that job and from  
18:33  
day one he gave me access to the inner  
18:35  
workings of the college and the first  
18:37  
thing he did was he made Jan give me the  
18:40  
budget book she was a little nervous she  
18:42  
didn't exactly like the idea of this  
18:44  
person she didn't know being given I  
18:46  
mean every dime in the college he wanted  
18:48  
me to understand how we did this and but  
18:50  
she grew to love me she really did she  
18:53  
was just a little nervous at first then  
18:56  
I went on for you know that and I was  
18:58  
associate chair i'm looking back at le  
19:00  
Grodin sitting here i was chair of the  
19:02  
department le was the associate chair i  
19:04  
went on to be associate provost and then

19:06  
provost and then then my 10 month  
19:08  
sabbatical at the University of Maine  
19:10  
system office which was in the privacy  
19:13  
of this room with this very small group  
19:15  
of people it was really boring it just  
19:21  
was it was a three story office building  
19:24  
no campus no students it just doesn't  
19:28  
have the energy sorry everybody who can  
19:31  
tell the chance of that but it's okay  
19:32  
because I've already told him that  
19:36  
but you know there are some pluses and  
19:38  
minuses of having your whole career in  
19:41  
one place certainly a minus people might  
19:43  
say I'm too narrow I've only experienced  
19:46  
one institution one way of doing things  
19:48  
and that's where a variety of  
19:50  
professional development opportunities  
19:52  
come into play and I'll mention a couple  
19:55  
of them in a minute I think the plus  
19:57  
though is that I really i am so familiar  
20:01  
with this place I can basically stand at  
20:03  
my desk and figure out who to call on

20:06  
the phone and actually sometimes  
20:07  
remember their phone number so it's sort  
20:09  
of like I'm out there I'm looking at all  
20:11  
of you those of you who actually work  
20:13  
here this is a state that prizes  
20:17  
relationships immensely and I have tons  
20:21  
of them and that is a real help because  
20:23  
it's not only calling people on campus  
20:24  
it's it's communicating out across the  
20:27  
state and I think because I know the  
20:29  
place at a level that's really granular  
20:31  
and and thinking of the people i work  
20:33  
with on a daily basis of looking at the  
20:35  
provost I'm sure there are times he  
20:37  
wishes I would just walk away from that  
20:40  
way too granular but I think that that  
20:44  
what that allows me to do is really  
20:47  
think about the whole institution and  
20:48  
make connections between elements that  
20:52  
are really disparate and dissimilar and  
20:54  
to me they're not because I just it's  
20:57  
all part of this mosaic I think I see

21:00

the place in a way that most presidents

21:02

can't and that's not a criticism of our

21:05

any of our presidents it said usually

21:07

they come here from somewhere else they

21:10

haven't spent years here there's there's

21:12

no way they can know it from the bottom

21:14

up the way I do they just it's just not

21:17

possible I had great mentoring i

21:20

mentioned Bruce Wiersma hiring me for my

21:22

first job my grad school advisors were

21:26

fabulous and some of you have heard me

21:28

talk about them before I had a husband

21:30

and wife team Harold was a cell

21:32

biologist rosemary was a biochemist and

21:36

she went on to have her career as a

21:38

provost and a president and and just you

21:41

know when you and we got to be very

21:42

close almost almost like extended family

21:46

not as a student but later

21:48

when we moved back to penn state after

21:50

being out of lived in ohio for a couple

21:52

years our children knew them almost like

21:55  
other grand like another set of  
21:56  
grandparents they were the people that  
21:58  
could go to daycare and pick up our kids  
22:01  
without us phoning the daycare so that  
22:04  
they were they were that you know we  
22:06  
have filled out the form so if they  
22:07  
showed up the kids just happily went off  
22:09  
with them rosemary was quite honestly  
22:14  
the most magnificent woman I've ever met  
22:16  
in my life she she just was smart  
22:20  
creative she had a great way with people  
22:24  
all of these things that I think about  
22:26  
and as I'll say tomorrow I probably  
22:29  
don't go more than a day or two without  
22:31  
thinking about her and she died suddenly  
22:33  
23 years ago I mean she had that much of  
22:36  
an impact on me how she approached  
22:39  
problems how she expressed herself how  
22:42  
she thought about crafting a solution  
22:44  
that had many parts to it how to take  
22:47  
the long view on issues how to think  
22:49  
about planning a communication strategy

22:51

all of those things in the years I knew

22:54

her all of those things were things that

22:56

we talked about and she viewed me as

22:59

someone who would go into administration

23:01

she really did and having a mentor and

23:05

being that close to someone who was the

23:07

president of a university although I

23:09

didn't move to Orono Maine thinking I'd

23:11

be the president of the University of

23:12

Maine it because she was it become you

23:15

know it's sort of a real thing well you

23:17

know I have a really good friend who's a

23:18

university president well I guess I

23:19

could be that too why not to this day I

23:24

do consult someone Sam Smith is a very

23:27

good friend of mine Sam was the

23:29

president of Washington State University

23:31

for 15 years a very successful land

23:34

grant president no he and I have known

23:37

each other since I was a master's degree

23:39

student at Penn State had a great visit

23:42

last summer when I was in Seattle with

23:44  
Seattle is where our son lives I talked  
23:47  
to him on the phone just two weeks ago  
23:48  
so no matter where you are and where you  
23:51  
are in the hierarchy there are always  
23:53  
people to talk to and there's always a  
23:55  
wise head or two out there that you  
23:57  
should consult now professional  
24:00  
development opportunities  
24:02  
I'll mention to the USDA program s cop a  
24:07  
cop and I forget what the initials stand  
24:08  
for so we'll just leave it as USDA but  
24:11  
that was a program that Bruce wiersma  
24:13  
sent me to and it was really designed  
24:14  
for people that will end up in  
24:17  
leadership positions in colleges like  
24:19  
NSF a it was really about becoming a  
24:22  
Dean which I didn't become and for a  
24:24  
while it kind of annoyed Bruce but but  
24:26  
he got over it when I became provost so  
24:31  
but but that was a great experience and  
24:34  
and the one thing I'll reflect on we  
24:36  
were assigned to color teams and I was

24:38  
red and we spent the week really in our  
24:41  
small group on our 20-person color team  
24:43  
and at the end one of the exercises we  
24:46  
did which I thought and I still think of  
24:48  
this as one of the most fascinating  
24:49  
exercises you could imagine we were like  
24:53  
a subgroup of us red folks were paired  
24:55  
up with a subgroup of the green folks  
24:57  
and our goal was in three hours plan the  
25:01  
merger of a land-grant University and a  
25:04  
historically black college and figure  
25:07  
out what are the elements it would take  
25:08  
to merge those two kinds of institutions  
25:10  
which I thought that that's just a  
25:12  
fabulous exercise another one I'll  
25:15  
mention is leadership Maine which has  
25:17  
been mentioned several times and I  
25:19  
really enjoyed leadership main I was in  
25:20  
pie class so it was 2008-2009 by that  
25:25  
time I was definitely on the  
25:27  
administrative track I was I had just  
25:29  
become Provost in in late April and I'll

25:33  
mention something in a second that's  
25:35  
sort of funny about that but in late  
25:36  
April of 2008 and it was clear I was  
25:40  
staying in Maine we loved living here  
25:42  
and it's also clear that it's the more  
25:45  
the longer time you spend in Maine and  
25:47  
certainly any job significant higher  
25:50  
level job you have at the University  
25:52  
understanding the state understanding  
25:54  
the various sectors and making  
25:56  
connections across the sectors of Maine  
25:58  
is absolutely essential you can't you I  
26:02  
can I can no long no more be president  
26:04  
of the University of Maine and not  
26:06  
understand the rest of the state then  
26:07  
you know I could fly to the moon you  
26:09  
really have to be connected horizontally  
26:11  
oh the funny thing about being coming  
26:14  
Provost is a  
26:15  
Bob Kennedy asked me to step into that  
26:18  
job and and that was that was great and  
26:21  
I agreed and the Provost who was here

26:24  
was going to stay on for like six more  
26:25  
weeks and then she decided that she  
26:28  
really needed to step out faster she was  
26:30  
moving on to a presidency needed to be  
26:32  
free far sooner so suddenly I was going  
26:37  
to become Provost in like seven days not  
26:39  
six weeks and and that was fine so you  
26:42  
know I'm not going to know more in six  
26:44  
weeks and I actually do now so it'll be  
26:45  
fine and but I woke up one morning and I  
26:49  
thought ah now here's a problem I'm one  
26:52  
of the marshals at commencement and it's  
26:54  
the Provost i'm actually on the stage at  
26:56  
commencement we got to think that are  
26:58  
there other things that are physically  
27:00  
not going to work out logistically I am  
27:06  
asked you know what advice do I give to  
27:08  
students and it is pretty simple I say  
27:13  
you've really got to find something that  
27:14  
you enjoy because then you'll work at it  
27:17  
because you have to work hard and I had  
27:19  
a group of students in my office a

27:21  
couple months ago and i said this sounds  
27:22  
really not very creative but actually  
27:25  
successful people work very hard I mean  
27:27  
that you know you just have to work hard  
27:29  
that that isn't the only thing but it  
27:31  
certainly is key and and I'll admit a  
27:35  
few years ago not a few many years ago  
27:37  
as a student I had a few bumps on the  
27:40  
road because I just didn't work hard  
27:42  
enough at something and when I figured  
27:44  
that I was like well though talk about  
27:46  
the light going off is like we just have  
27:48  
to work at this then you avoid those  
27:49  
problems and pretty much I work very  
27:52  
hard and it's not that I avoid problems  
27:54  
problems seem to land on me but I avoid  
27:57  
the problem the self I'd say self  
28:00  
created problems by not being prepared  
28:02  
and not being up to speed and not doing  
28:05  
my homework which was pretty much the  
28:07  
problem i ran into as a student so there  
28:10  
are no shortcuts now what are some

28:13  
characteristics that i think might have  
28:15  
helped i think i am comfortable with a  
28:18  
high degree of ambiguity i live in the  
28:21  
village of ambiguity pretty much  
28:24  
we have it's a varied and very complex  
28:28  
landscape across the campus across the  
28:31  
university system across the state and  
28:34  
and I think I have a pretty good ability  
28:37  
to sort of do high-level scanning and  
28:39  
then when I need to you know kind of  
28:41  
drill in and pay attention and really  
28:44  
focus on something and not intensely  
28:46  
focus on five thousand things all the  
28:49  
time because you just can't do that as I  
28:52  
said I think I make connections between  
28:53  
things that seem dissimilar and  
28:56  
disparate and that's just because I know  
28:57  
this place so well I do I'm always  
29:01  
attuned to the fact that there is a  
29:02  
certain hum of uncertainty and I  
29:06  
wouldn't say discontent but uncertainty  
29:08  
and nervousness and that's okay I

29:10  
realized a few years ago I am always  
29:13  
going to feel some anxiety I guess when  
29:18  
I leave for work in the morning and  
29:19  
that's just normal you just cannot have  
29:22  
these kind of jobs and and be you know  
29:24  
blissfully ignorant of the disaster  
29:27  
that's just looming out there and I  
29:30  
think I'm fairly approachable I'm also  
29:34  
comfortable in public and I'm  
29:36  
comfortable living in in Maine and being  
29:39  
recognized as I move around the state a  
29:41  
few years ago I remember going to  
29:43  
Freeport sneak in the way to Freeport to  
29:46  
shop I ran into a board a visitor member  
29:49  
two key of undergrad student leaders and  
29:52  
a faculty member and I was only in town  
29:55  
for an hour and a half and I don't live  
29:57  
there and and really getting recognized  
30:00  
that's fine if you if you crave  
30:02  
anonymity you a person could not be  
30:06  
comfortable being the president of the  
30:08  
University of Maine it's it's it's just

30:11  
too public a job and it's not I mean if  
30:13  
we lived in New York City nobody would  
30:15  
pay attention to me as a university  
30:17  
president but in Maine they do so that's  
30:20  
okay too I was supposed to think a  
30:22  
little bit about leadership and i and  
30:25  
this all say tomorrow i found a  
30:27  
definition of leadership that i really  
30:28  
like because it derives it talks about  
30:31  
leadership as really being derived from  
30:34  
influence and it can come from anyone at  
30:37  
any level playing  
30:38  
any role I do have influence I admit  
30:41  
that it's been built up over many years  
30:44  
long working relationships I think good  
30:48  
work many jobs and I like this focus on  
30:53  
leadership because it really doesn't  
30:55  
rely on prominence of the of a person's  
30:57  
position people all over campus our  
31:01  
leaders and should be leaders and that  
31:04  
that's what makes a place work there  
31:06  
can't it's not just a couple people who

31:08  
are leaders you need a community of  
31:10  
leaders to actually have it be  
31:12  
functional and it's true as you move up  
31:14  
the organization you gain power but I  
31:18  
think you gained a lot more authority by  
31:20  
using less power and I think if you lead  
31:23  
by hopefully by example but by  
31:27  
persuasion by by collecting people  
31:30  
around what's the what is in the  
31:32  
collective best interest of you know the  
31:35  
department the College the University  
31:38  
the system the state whatever whatever  
31:41  
landscape you're you're talking about if  
31:43  
you can get people focused on what is in  
31:45  
the collective best interest knowing  
31:47  
that in doing that and in defining  
31:50  
whatever that is some people will feel  
31:52  
like they're not getting what they want  
31:54  
and somebody else will get what they  
31:55  
want and and it's at constant push pull  
31:58  
that goes on all the time and I think  
32:02  
that's a more reliable way to leave to

32:04

lead and that's really all I've got so

32:06

now you should ask me questions okay the

32:10

first one and in fact yesterday carrot

32:12

is Carol's Carol's had to take often she

32:15

okay vice president kim had a pleather

32:18

panel or organized a panel discussion

32:20

yesterday and that the element of women

32:23

in high positions and universities was

32:25

mentioned just last week The Chronicle

32:28

of Higher Education came out with a

32:29

study report one in four college

32:32

presidents as women as a woman that's

32:36

twenty-five percent that's not that's

32:38

not a very high number it is an

32:40

improvement over 1986 when it was ten

32:43

percent and and you know there are a

32:45

number of reasons some of them are

32:47

cultural some of them are perhaps

32:51

self-imposed

32:53

the one that I thought of yesterday was

32:55

that if a woman decides to become a

32:58

college president you you can't go you

33:01  
probably are not going to go from being  
33:03  
a faculty member to a president in one  
33:05  
or even two steps you have to start  
33:08  
early enough to allow yourself the time  
33:10  
to get there but it's definite that  
33:12  
there are there are impediments and I  
33:14  
think their cultural I think their  
33:16  
social one of the things that we and I  
33:20  
looking back at le and there's other  
33:21  
members of the and Amy freed is here and  
33:24  
I don't know who else exactly but the  
33:26  
advanced grant that we we obtained a  
33:28  
number of years ago is about the grant  
33:32  
was from NSF so it technically it  
33:34  
focuses on you know recruiting advancing  
33:37  
retaining promoting all of those things  
33:39  
women in STEM science technology  
33:42  
engineering math and social and  
33:43  
behavioral sciences but part of that is  
33:46  
building up women and having more women  
33:48  
frankly in the pipeline and also  
33:51  
identifying women and providing

33:53

opportunities for women to gain the

33:55

leadership skills and experiences so

33:57

they they will grow and and then be

34:00

selected for positions and in fact we're

34:04

fundraising but i won't go into that

34:06

that would just be crass commercialism

34:10

i'll let jeff mills talk about that so

34:12

if you want to know about that i talked

34:13

to jeff mills yeah yeah he gave me well

34:17

the foundation is a separate entity so

34:19

ya know it's the two-year term now that

34:27

i'm not going to say much on that i mean

34:29

i agree to I I said I would do a two

34:31

year term because I was planning to

34:33

retire then but to be quite honest it

34:35

keeps coming up so I'm just going to not

34:38

say anything I do not like I I do not

34:43

want to work on forever because as I've

34:45

said I want to work on my short game

34:49

no my husband is retired so they're

34:51

eventually there's a disconnect and I

34:53

want to retire because you know but who

34:58

knows yeah while I still have the

35:01

muscles to actually you know doing

35:03

push-ups every day trying to hang on to

35:05

upper body strength yeah it's not that

35:08

no one leaves but the the brain drain I

35:11

think is a is a little overplayed now

35:14

the one thing I will say is that

35:16

although I want students to stay and I

35:18

think there are plenty of opportunities

35:20

I I think the way that that main will

35:24

enhance itself is by collecting more

35:28

people of frankly a younger demographic

35:30

we are the state with the oldest median

35:32

age and we really need to to harvest

35:34

some people a lot younger than me and

35:37

certainly the governor is aware of that

35:40

too and and because this is the

35:42

workforce of the future is not going to

35:44

be the people in this room the other

35:46

thing though is I like I do encourage

35:48

students because many of them want to

35:51

leave I said leave and then come back

35:53

but you know I sometimes worry that

35:55

student there are there's an element of

35:57

I don't want to leave because I'm afraid

35:59

to leave and that's what I don't want it

36:02

you know somebody who's afraid of

36:04

experiencing another life other culture

36:06

other experiences they're not giving

36:09

they're not providing to the state of

36:11

Maine everything it needs so I like to

36:14

have people have varied experiences and

36:16

then come back and build something here

36:19

based on that and pretty much based on

36:21

the fact that once you live somewhere

36:22

else you'll want to live in Maine and

36:24

and you sort of don't know that until

36:27

you go somewhere else well we actually

36:29

have a leadership minor that has been

36:32

started really started out of the

36:34

business school is that right Jeff I got

36:37

the low political science the Cohen

36:41

Institute for leadership and public

36:43

service but I think there are

36:45  
opportunities for students on campus to  
36:48  
actually take courses now that really  
36:50  
focus on leadership talking about  
36:52  
leadership and and thinking of what does  
36:54  
it mean to be a leader what's a good  
36:56  
preparation for moving as your career  
36:58  
advances what do you think about as you  
37:00  
move from position to position  
37:02  
what what are what are some ethical  
37:04  
concerns when it comes to leadership  
37:06  
well I think there's there's no denying  
37:10  
that the university system the you know  
37:13  
for those of you don't know we have a  
37:14  
University of Maine system it has the  
37:18  
structure is we have a Chancellor who's  
37:20  
Jim page we have a board of trustees and  
37:22  
trustee Donnelly is sitting right here  
37:25  
the the board is the actual governance  
37:27  
and fiduciary authority financial  
37:29  
Authority for the whole University of  
37:31  
Maine system within the system we had we  
37:34  
have seven separate universities this is

37:37  
the the land grant the flagship campus  
37:40  
the the biggest campus has the highest  
37:42  
student population awards the the  
37:45  
graduate degrees has a hundred million  
37:47  
dollar research enterprise but then we  
37:49  
have the University of Southern Maine  
37:51  
and then there are five other smaller  
37:53  
campuses ranging you know much smaller  
37:55  
say less than a thousand students with  
37:59  
this whole system there's no doubt  
38:01  
you've all read the newspaper we are  
38:03  
struggling with how we won't be  
38:04  
ultimately organized and I said it in  
38:08  
Florida and I'll say it here I think  
38:10  
ultimately we will end up being and in a  
38:12  
single university entity we will be the  
38:16  
University of Maine somebody asked me  
38:18  
that the other day and I said and this  
38:19  
is no reflection on any other location  
38:21  
but you wouldn't call this whole  
38:24  
enterprise the University of Maine at  
38:26  
Skowhegan so obviously it has to all be

38:28  
the University of Maine we don't have a  
38:30  
campus of Skowhegan that's why I picked  
38:32  
that town  
38:33  
just just in case you didn't realize  
38:35  
that oh I'll invent a university that we  
38:40  
don't have that's what but I think we  
38:43  
will ultimately end up as a single  
38:45  
entity the University of Maine and it  
38:48  
ends it will be it will be a challenge  
38:52  
to get there but there will be some  
38:54  
opportunities for some some significant  
38:57  
steps and I think it will allow us to  
39:02  
I'd say work statewide in a way that we  
39:05  
don't now we still are seven separate  
39:08  
entities we've build our budgets in very  
39:11  
separate silos we we need to align  
39:15  
ourselves we need to align a number of  
39:18  
our operations and not replicate  
39:19  
ourselves seven times over we have a lot  
39:22  
of stuff on this campus it's no secret  
39:24  
we've got all kinds of enterprise we  
39:27  
have all kinds of the facilities

39:30  
management environmental safety those  
39:32  
folks are already really connected to  
39:35  
the other campuses and helping out  
39:37  
because you know we're faced with a  
39:39  
significant structural gap that's not  
39:42  
going away at any great speed and when  
39:45  
you look at and we're so appreciative of  
39:48  
the increase in the state appropriation  
39:50  
that looks like it will come to pass but  
39:52  
in reality that appropriation has been  
39:55  
flat or even slightly declining over a  
39:57  
period of years in state tuition is held  
40:01  
constant for another year another the  
40:03  
trustees are committed to that and I  
40:05  
admire them for it but if you if you do  
40:08  
hold both those things constant more or  
40:10  
less and cost has to go up we all know  
40:14  
that cost goes up if you're not robustly  
40:17  
enrolled and that's a problem you're  
40:20  
going to have a structural gap you're  
40:22  
going to have a gap between revenue and  
40:23  
expenses and we have to find a way to

40:25  
wrestle that into submission so I think  
40:29  
we will look different in five years  
40:31  
whether I'm here not well I think some  
40:35  
of the integration I I can't it's hard  
40:39  
for me to say how the communities will  
40:41  
integrate I have to start at the level  
40:43  
of the university first but I really  
40:45  
think as we as  
40:47  
become this I'll say a coalesced  
40:50  
University how's that for nuance I think  
40:54  
you'll actually see more opportunities  
40:56  
for connections between the campuses  
40:58  
because we won't be separate entities to  
41:01  
as great an extent and I think it will  
41:03  
actually provide a lot more opportunity  
41:05  
for students I think and something and  
41:09  
now they actually say it tomorrow I  
41:10  
think on this campus we see our research  
41:13  
enterprise and certainly outreach as a  
41:16  
statewide entity and we we operate not  
41:20  
only statewide but nationally and  
41:21  
internationally in terms of our research

41:23  
portfolio and students are all over the  
41:25  
place I mean we get students all over  
41:26  
the state doing projects but if we  
41:29  
actually think about how we could then  
41:31  
do more of that with students at the  
41:34  
other location of the other campuses it  
41:37  
would enhance our ability to to serve  
41:39  
the state's needs because we'd have more  
41:41  
people deployed to be honest and it  
41:44  
would actually enhance their student  
41:46  
experience because some connection to us  
41:48  
would actually be unofficial that's not  
41:50  
a criticism of the faculty at any of  
41:52  
those campuses but we just have a we  
41:55  
have a portfolio that no one else has  
41:57  
and we should be able to experience it  
42:00  
and I think it would be an advantage  
42:01  
well I mean I try to do what I said but  
42:06  
I think it's about communication it's  
42:08  
about allowing people to make decisions  
42:12  
hopefully they've talked some of them  
42:14  
over with me it's holding people

42:17  
accountable it's figuring out what  
42:19  
worked and what didn't and then it's  
42:22  
it's figuring out a way forward if  
42:24  
something sort of fell off the rails and  
42:26  
being pretty direct about it I I'd like  
42:29  
to think I'm a fairly clear direct  
42:31  
communicator maybe that's from being a  
42:35  
scientist and making up a lot of like to  
42:37  
do lists this too step one step two step  
42:40  
three you know you can't do step 3 in  
42:42  
the experiment before step 1 but it's  
42:45  
those kind of things but most of it I  
42:47  
think it boils down to communication how  
42:49  
you communicate well actually i would i  
42:52  
would do leadership main i have you done  
42:56  
that yet okay well we can connect you  
42:59  
with someone to do leaders  
43:00  
main because what it yeah what it does  
43:03  
is it does just that it connects you to  
43:06  
a cadre of people your whole class and  
43:09  
they're in all different sectors  
43:11  
economic sectors of the state nonprofit

43:14  
hospitals I mean maybe somebody from the  
43:16  
university system the government  
43:18  
governmental agencies so you you get to  
43:21  
meet people in all these sectors and  
43:22  
pretty much when you do leadership main  
43:25  
once you get over having to hold hands  
43:27  
and form a circle the first day which  
43:28  
was a little bit of a stretch for me I  
43:30  
have to admit but once you get over that  
43:33  
part what you realize is if you if if  
43:37  
you reach out to somebody in your  
43:38  
leadership main class they pretty much  
43:40  
will just drop everything and pay  
43:42  
attention to you I need help on this you  
43:44  
send that out to your leadership main  
43:46  
class you'll get help I mean there's  
43:48  
sort of this commitment that everybody  
43:50  
makes to to really step up to one  
43:52  
another for one another so you should do  
43:55  
leadership mean it's a great way to  
43:58  
understand the state and and position  
44:01  
yourself whether you're in the job

44:03  
you're going to stay in for your whole  
44:04  
life or you want to think about other  
44:06  
jobs that's a great network to establish  
44:09  
don't leave yeah I mean there there are  
44:15  
opportunities there are certainly  
44:17  
opportunities in the university system  
44:19  
because we are you know we're all aging  
44:21  
and and then it's I think it's about  
44:24  
taking advantage of opportunities and  
44:27  
seeing that at every step in the way  
44:29  
along the way there's something to be  
44:32  
gained and you have to sort of figure  
44:34  
out so what did I gain from this to be  
44:36  
honest I think I gained a lot from being  
44:37  
president of a sorority and then  
44:39  
teaching bio 100 x 0 100 was one it is  
44:42  
one of the biggest classes on campus and  
44:45  
gave the lecture Yui team taught its  
44:48  
butt but you gave the lecture and then  
44:50  
had an hour to to like recycle your head  
44:54  
and then you gave the lecture again a  
44:56  
lot of technology didn't always work had

44:59

to be sort of nimble had the first day I

45:01

taught that class and I had taught a lot

45:03

before I taught it the first day I gave

45:05

the lecture I thought oh I have to give

45:08

the lecture in an hour and it has to

45:10

match exactly because we make the tests

45:13

up and we don't I don't

45:14

there and think oh geez I gave this

45:15

little example at nine o'clock but I

45:17

didn't do at eleven o'clock so I can't

45:19

ask the eleven o'clock people that

45:20

question it forced me to become a lot

45:22

more organized and so if i can bring

45:25

these two lectures in within a minute of

45:27

one another home run but you know it's

45:30

stuff like that and figuring out so how

45:31

did that make me better later on and so

45:34

I think it is looking at every

45:36

opportunity and every jobs you have as

45:38

so what what's the takeaway from this

45:40

because there's a takeaway from all of

45:43

it whether I mean even you know disaster

45:45  
there's a takeaway I mean the disaster  
45:48  
get a little disasters here and there  
45:49  
i've never had huge disasters i'll be  
45:51  
honest but the little disasters set you  
45:53  
up to not make those mistakes again Oh  
45:55  
internationally well I just I have  
45:57  
traveled I've been to Europe I've been  
46:00  
to New Zealand twice I've been to Abu  
46:02  
Dhabi so I think it's just and traveling  
46:05  
around the country I love going to other  
46:07  
cities too frankly experience the  
46:10  
diversity that you don't see in Maine  
46:12  
and so my advice to students here is to  
46:15  
get out whether you travel whether they  
46:17  
can travel internationally a lot of our  
46:19  
students they can't afford it but I  
46:22  
really want them to travel around the  
46:23  
country because there's an awful lot of  
46:26  
the united states that doesn't look like  
46:28  
sound like act like main and in order to  
46:32  
to be comfortable in a global economy I  
46:36  
think you have to develop a comfort zone

46:38  
with different cultures it won't be your  
46:40  
culture but at least you have to be able  
46:42  
to ride along with it understand it  
46:44  
takes something from it you know see the  
46:46  
beauty of it understand some questions  
46:49  
and so I would encourage students to  
46:51  
move around more because I think that  
46:53  
really is beneficial and it's certainly  
46:55  
I think it helped me well years ago when  
47:01  
when I was provost Bob Kennedy was  
47:03  
president and he asked me what job I  
47:06  
enjoyed the most and I said at the time  
47:08  
certainly being Provost was the most  
47:10  
interesting and challenging every job  
47:12  
I've liked better I thought or every job  
47:15  
I appreciated because I like a bigger  
47:17  
landscape apparently I want to control  
47:19  
like run the world but anyway  
47:21  
no I'm kidding I'm kidding and I told  
47:24  
them at the time that that was Provost  
47:26  
was the most interesting but my favorite  
47:28  
job was being chair of my department I'm

47:31  
looking back at le and and I and I said  
47:33  
this and and I said this will battle  
47:35  
never change it has now changed my  
47:38  
favorite job is being president of the  
47:40  
University of Maine and I think it's  
47:42  
because of the diverse to be out and  
47:44  
about I get to meet a lot of people of I  
47:46  
have wonderful experiences and and I  
47:50  
just enjoy that so this is my favorite  
47:53  
job  
English (auto-generated)

*The University of Maine in Orono is the flagship campus of the University of Maine System, where efforts toward racial equity are ongoing, as is the commitment to facing a complicated and not always just institutional history. The University recognizes that it is located on Marsh Island in the homeland of the Penobscot nation, where issues of water and its territorial rights, and encroachment upon sacred sites, are ongoing. Penobscot homeland is connected to the other Wabanaki Tribal Nations — the Passamaquoddy, Maliseet, and Micmac — through kinship, alliances, and diplomacy. The university also recognizes that the Penobscot Nation and the other Wabanaki Tribal Nations are distinct, sovereign, legal and political entities with their own powers of self-governance and self-determination.*