

October 3, 2011

Dear Co-Chairs Baker, Johnson and members of the Chancellor Search Committee,

It is an honor to be nominated for the position of Chancellor of the University of Maine System. I am pleased to submit this letter and attached *curriculum vitae* for your consideration. The University of Maine System is critically important to the educational, economic and cultural future of Maine. As mentioned in your position description, the University of Maine System, as a whole, is poised to develop a sustainable educational and business model that could serve as a national model for how state universities will successfully evolve and thrive.

Sustaining high quality educational experiences, ensuring access, and controlling costs while driving innovation, discovery and regional economic development are all required for the development of a sustainable path for state research universities and systems. There is strong potential for Maine to become a national leader in this regard thanks to its size, governance structure and operational independence from state regulation. Your leadership statement, the stated commitment of Board of Trustees to support significant change, and the strength and academic diversity of the campuses that constitute the University of Maine System and the extraordinary beauty of the State of Maine are only a few of the reasons why I am delighted to apply for this position.

I currently serve as Special Advisor to the Chair of the Arizona Board of Regents (ABOR) for Strategic Initiatives. Since 2008, the three universities of the ABOR System have lost nearly 45% of their state appropriation. It became quickly evident that the System and the universities had to rapidly adapt and make bold changes that would preserve the quality of the institutions yet decrease costs and identify new sources of revenue. Furthermore, unlike many states, Arizona universities have continued to see increases in enrollment while simultaneously realizing the most rapid and devastating decline in State support in its history. In response to this “new normal”, the Regents, the leadership of ABOR System and the university leadership launched, in 2010, a very ambitious and forward thinking *System Enterprise Initiative*. The goals of this initiative are to, first, develop a productivity funding model for the Arizona system, second to restructure student-centered financial aid and, third, identify new approaches to university budget and finance. As Special Advisor to the Chair, I am currently working directly with the Board Chair, ABOR and the leadership of the three universities, to implement this initiative. I am also working directly with the state-wide Lumina Foundation funded “Getting Ahead” project (<http://gettingaheadaz.org/>) which works with all post-secondary institutions in Arizona, and will reshape the way higher education is delivered in Arizona, and has the potential to be a model for public research universities across the country.

Prior to this position, I served as the Executive Vice Chancellor and Provost at the University of Arizona. In this position I served as the chief operating officer for the University with responsibilities for the entire University budget including the Arizona Health Sciences Center. The University of Arizona serves as Arizona’s Land Grant University and is an AAU institution with an annual budget of \$1.8B and an enrollment of nearly 40,000 students. I worked daily with the President, the Board of Regents, State Legislators, donors, UA Vice Chancellors, college deans, faculty, students, and staff on a wide variety of campus-wide issues. Reporting directly to my position were the Vice Chancellor for Research, the Vice Chancellor for Human Relations, the Vice Chancellor for Student Affairs, the Chief Information Officer, all of the Vice Provosts, Outreach and Extension, and 17 academic deans.

I have significant experience in leading and growing successful complex organizations, setting a vision for the organization, and then leading the organization toward realization of that vision. I have extensive experience in the following areas:

- long-range campus strategic planning working across multiple campuses and making strategic resource allocation decisions based thereon;
- government and industry relations, community engagement, and economic development;
- strategic advancement of the university-wide research and creative enterprise;
- donor development and philanthropic fundraising;
- facility planning and fundraising;
- leadership recruitment, promotion, and retention;
- diversity and student engagement; and
- athletic director and coach recruitment and retention.

As stated in your position announcement, The University of Maine System is seeking an individual with a record of executive leadership and success in bringing positive change to a complex organization with diverse internal constituencies. Further, this person must be skilled at working with political figures, policy and opinion leaders and local, state and national government officials to advance an organization like the university system. My experience, interests, and capabilities match very well to these desired characteristics. In my current position and previously as Executive Vice Chancellor and Provost for the University of Arizona, I have been successful at implementing a vision that was powerfully constructed around both the needs of the State and the mission of the university. Essentially, drive a plan of positive change required to adapt and respond to an unprecedented, sustained financial crisis while at the same time advancing the institutions mission to continue to offer a world-class educational experience and advance the research and economic development enterprise. Most importantly, this vision was developed based on consultations with multiple constituencies including university faculty, staff, students, Regents, State legislators, the Governor's office, donors and community leaders and included setting into motion an action plan for achieving their goals and aspirations.

The most recent example of my ability to bring positive change to a complex organization while engaging shared governance would be the development and implementation of the *UA Transformation Plan*. ***Between FY2008 and FY 2012 the University of Arizona faced the largest and most rapid decline of state support in its history with a loss of nearly \$180 million representing nearly 45% of its state appropriations.*** The need became evident that the UA had to move quickly to strengthen service and teaching, phase-out less productive programs, strategically invest in areas of proven excellence, drive-down administrative costs, and improve efficiency, among other things. Our office initiated the UA Transformation Plan that sought to retain, but also improve, access and quality, to reduce administrative costs, and to decrease institutional barriers hampering collaborative work among the faculty.

In response to a widely publicized Proposal Development Phase, in October 2008 the Provost's Office received 77 concept pieces articulating ideas about program consolidations and mergers, administrative efficiencies, and organizational restructuring. The proposals came from a broad cross section of the University community: faculty, academic units, university administrators, and the Associated Students of The University of Arizona. In an extraordinarily short timeframe, all final reorganizations were approved by the Faculty Senate and then the Arizona Board of Regents by the Spring of 2009. The outcome of Transformation Plan generated not only tens of millions in real cost savings via reorganizations but did so while UA realized record growth in research funding. In spite of the severe financial state crisis, Dr. Hay's strategic investments in key programs contributed to UA realizing a 20% increase in research awards from 2008-2011, to a record high of over \$630 million.

As mentioned in your position description, the next Chancellor of the University of Maine System must be able to inspire a wide range of supporters, from state government to university leaders, from federal research grants to municipal economic development partners, philanthropists and businesses. I have the requisite successful experience in working with Governor's staff and State Legislators, Federal Delegations, federal and state agencies, industry and private philanthropy to advance the mission of the public research university. Selected examples include:

- Made strategic investments in focused recruitment and retention which, in 2011, contributed to UA being awarded largest single grant in its history: \$780 M NASA project in collaboration with Lockheed Martin and NASA Goddard.
- Led efforts to create a UA Center for Drug Development with the private investors and Sanofi-Aventis of Tucson with a focus on developing local pathways for UA spin-off companies in drug development.
- Worked closely with then Governor Napolitano's office and southern Arizona legislators to help secure \$1 billion in SPEED construction funds for Arizona's University system.
- Met with State legislative leadership to gain approval for construction of \$170 million Health Sciences Education Building for the new UA College of Medicine in Phoenix.
- Secured \$14 million from the City of Phoenix to expand the UA NIH Comprehensive Cancer Center to its second \$130 million new facility in downtown Phoenix.
- As Vice President for Research at the University of Iowa, I created and led funding strategy that included state, federal, private and university funding for the new \$120 million ***Iowa Institute for Biomedical Discovery***.
- While at Missouri, I established and worked to sustain new federally funded partnerships between the University of Missouri, the State of Missouri Office of Homeland Security, Los Alamos National Laboratory, and Ameren Universal Electric Company to begin work to secure the electrical grid for the city of Saint Louis region.

The next Chancellor of the University of Maine System must actively articulate the message that higher education is the solution for a strong, sustained economic future for the State of Maine. And, that higher education leadership must take bold, innovative steps to build collaborations, across both private and public sectors for positive, sustainable change. This message must be made with passion and conviction across the State. I have been a successful scientist and senior administrator across a number of university systems. Most recently, I have served as a successful change agent and enthusiastic and vocal spokesperson for the ABOR System and the University of Arizona. I have worked closely with the Board of Regents, state elected leadership and federal delegations, the private sector, industry and local community groups across the state to broaden both private and public support for the University of Arizona and higher education in Arizona. Growing and strengthening these relationships and sources of support across the State and across the country will be essential for University of Maine System's continued success.

The above successes and others outlined in my *curriculum vitae* are attributable to my love and passion for building organizational capacity and opportunity by bringing faculty, students, staff, community leaders and donors together from disparate backgrounds to obtain a common goal. The comments outlined briefly here, and as detailed more fully the attached document, are evidence that I have the leadership experience, vision, strength, and passion necessary to successfully serve University of Maine System as its next Chancellor.



Sincerely,

Meredith Hay, Ph.D.

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