EDUCATIONAL EXCELLENCE, YES. BUT ALSO ECONOMIC DEVELOPMENT, THE ARTS,
HEALTHCARE, ENVIRONMENTAL STEWARDSHIP, INNOVATIVE TECHNOLOGIES
AND DISCOVERIES, SOCIAL SCIENCES, OUTREACH, AND PUBLIC POLICY.
GROUNDBREAKING RESEARCH THAT TOUCHES EVERY ASPECT OF OUR LIVES.

UNIVERSITY OF MAINE SYSTEM

MAINE’S MOST VALUABLE PUBLIC ASSET

The catalyst for Maine’s future

2005 CHANCELLOR’S REPORT
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GRADUATES OF MAINE’S PUBLIC UNIVERSITIES CONTRIBUTE IN MANY WAYS TO OUR COMMUNITIES, OUR STATE, AND OUR NATION. They serve as policymakers and public servants, artists and performers, business and industry executives, educators and entrepreneurs, healthcare providers and administrators, and community volunteers. Above all, they are leaders: men and women whose dedication to excellence and commitment to service inspire and uplift us all.

In this report, you will find examples of Maine residents who are using the education they received through the University of Maine System to improve their own lives and those of their fellow citizens. They demonstrate the hallmark qualities of leadership, excellence, and commitment to community that continue to inspire future graduates.

Maine is a better place because of them.

Charles L. Johnson III, Chair
University of Maine System Board of Trustees
Maine’s Public Universities

University of Maine at Fort Kent
University of Maine at Presque Isle
The University of Maine
University of Maine at Farmington
University of Maine at Machias
University of Maine at Augusta
University of Southern Maine
Chancellor’s Message

THE UNIVERSITY OF MAINE SYSTEM HAS A BROAD AND IMPORTANT THREE-PART PUBLIC MISSION.

UMS provides high-quality, accessible, and affordable education. It applies its expertise and resources to generate research and promote development to improve Maine’s economy and quality of life. UMS also extends, through outreach and service to individuals, businesses, organizations, and policy-makers, the breadth of its collective knowledge and assets.

Research shows that Maine people have strong and positive feelings about Maine’s University System. However, studies also indicate that the public lacks sufficient awareness of the nature of the System’s funding sources; the links between the System and Maine’s economic condition and potential; and the wide-ranging role our universities play in the health and well-being of our citizens, schools, communities, and environment.

This document provides an overview of that role to demonstrate the University System’s accountability and value to its many constituencies. No matter how extensive, no single report can cover the extent to which Maine’s public universities have served—and continue to serve—the people of Maine. However, through this report, I hope you develop a better understanding of what our universities do, why they do it, and the tremendous potential for even greater engagement in the policies and issues confronting our state and its residents.

I invite readers to share comments regarding this document by contacting me directly at joseph.westphal@maine.edu.

Joseph W. Westphal, Chancellor
University of Maine System

“Inherent in the University System’s mission is a responsibility to be held accountable to the taxpayers and tuition payers who support and entrust us to perform efficiently and effectively.”
What Is the University of Maine System?

Established in 1968, the University of Maine system consists of seven affiliated universities with distinct missions as well as common responsibilities. The system is governed by a 16-member citizen Board of Trustees and a System Chancellor. Together, the board and chancellor determine the nature, purpose, and direction of the seven universities and their respective programs, services, missions, and budgets.

The Chancellor serves as the system’s chief executive officer. Among other duties, he oversees the many administrative functions managed centrally on behalf of all seven universities as well as the system’s 11 University College outreach centers.

FACES OF LEADERSHIP

The Honorable Leigh Ingalls Saufley

UMaine | B.A. 1976
J.D., Maine Law ’80

Chief Justice,
Maine Supreme Judicial Court
Did You Know?

— With more than 5,000 full-time employees, the University of Maine System is one of the largest employers in Maine.

— UMS payroll and operating expenditures generate an annual economic impact in Maine of more than $1.3 billion.

— UMS Network Services (UNET) serves as the Internet service provider for Maine State Government as well as for Maine schools and libraries, serving more than 1,000 locations across the state.

— More than 40% of Maine residents have visited one of Maine’s public universities in the past two years to attend cultural, athletic, and special events, among other activities.

— The average family income in Maine is 43% higher for college degree holders than for those without, according to the Maine Center for Economic Policy.

— Through associations with governmental agencies and public and private enterprise, Maine’s public universities make more than 3,000 internship opportunities available to students each year.

— University of Maine Cooperative Extension conducts programs in every Maine county and serves more than 175,000 individuals statewide annually.

— More than 75% of all students enrolled in public higher education in Maine attend a University of Maine System institution.

— More than 110,000 alumni of Maine’s public universities live in the state and generate $2.5 billion in spending annually.

— UMS was one of the first university systems in the country to pioneer distance education technology.

— The University System’s R&D activities include more than 1,000 partnerships and collaborations with public and private enterprise in Maine.
The University of Maine System is, without question, one of the State’s most important catalysts for economic growth. Through payroll and operating expenses alone, Maine’s public universities generate an annual economic impact of $1.3 billion. And that’s not all.

Invigorating Maine’s Economy

Through partnerships and programs that support Maine's business community, as well as research that leads to the creation of new products and improved technologies, our institutions foster economic development and help grow jobs in Maine.

Nurturing Maine’s Creative Economy

Imagine having the ability to access on-the-spot information about your exact location, no matter how far you roam, through a device held in the palm of your hand. That’s the goal of Chris Frank, a former University of Maine graduate student whose company, Intelligent Spatial Technologies (IST), is housed at UMaine's Target Technology Center in Orono.

The Center, which opened in June 2000, draws on the University community for legal and financial advice, access to high-tech equipment and workspace, and other support services for scientists and inventors who want to create products based on new technologies. In Frank’s case, that support has led to the development

FACES OF LEADERSHIP

Olympia J. Snowe
UMaine  |  B.S. 1969
Honorary L.H.D., UMM ’82
United States Senator
of OspreyNav, a device that utilizes global positioning system (GPS) technology and has significant commercial appeal. IST is among more than a dozen startups either housed at or getting assistance from Target Technology Center. The Center's first “graduate,” Foxtech, Inc., is now successfully operating in Ellsworth.

The University of Southern Maine School of Business supports budding businesses through the Center for Entrepreneurship and Small Business. With 90 percent of Maine businesses employing fewer than 20 people, the Center plays an important role in helping small firms gain the entrepreneurial skills and technical abilities they need to compete in a changing business environment. In addition, the Technology Law Center at the University of Maine School of Law serves innovators and entrepreneurs through educational programs on intellectual property law as well as one-on-one patent counseling through the Maine Patent Program, providing critical legal expertise to support the state's drive for economic development through investments in new technology.

As Maine focuses on nurturing a “creative economy”—capitalizing on the ingenuity of Mainers to spawn new technologies, industries, and opportunities—the growing number of programs supported by Maine's public universities will continue to blaze trails toward unprecedented economic growth.

**ADVANCES IN BIOSCIENCE RESEARCH** Biotechnology, one of Maine’s most important emerging industries, has received a jump-start from innovative research performed by University System institutions. In May 2004, the Institute of Molecular Biophysics—a partnership between UMaine, The Jackson Laboratory, and the Maine Medical Center Research Institute—opened new facilities at The Jackson Laboratory in Bar Harbor, bringing together researchers to conduct studies that could have major implications for cancer and other medical research.

In July 2004, the National Institutes of Health awarded a five-year, $17.8 million grant to the institutions that comprise the Maine IDEa Network of Biomedical Excellence—including UMaine, UMF, and UMM; Bowdoin,
Bates, and Colby Colleges; College of the Atlantic; The Jackson Laboratory; and Mount Desert Island Biological Lab—to conduct cutting-edge biomedical research.

In June 2003, USM opened an $11.4 million Bioscience Research Wing in Portland, funded as part of Maine's Research and Development (R&D) initiative. The facility was a factor in the recruitment of Yale University molecular toxicologist John Wise. A 1983 graduate of Portland High School, Wise brought $2 million in funding to USM to establish the state's first Center for Environmental Toxicology in 2002, focusing on important issues such as childhood asthma, Maine’s arsenic problems, and environmental causes of cancer. Such advances at USM build on earlier successes that have enriched Maine’s economic landscape. For example, in 1990, researchers from USM’s Department of Applied Medical Sciences, along with the Foundation for Blood Research, helped establish Maine Biotechnology Services, Inc., now a thriving Portland-based company with more than 150 employees.

INNOVATION IN WOOD TECHNOLOGY Homes of the future may better withstand earthquakes, hurricanes, and other natural disasters, thanks to a reinforced building panel patented at UMaine in 2004. The patent was the sixth approved on the basis of research at the Advanced Engineered Wood Composites (AEWC) Center, which opened its 33,000-square-foot facility on the Orono campus in 2000.

The AEWC Center develops technology to produce low-cost, high-performance structural materials and supports new industries and government agencies that produce and use the products. Dozens of projects are currently underway for public and private clients, and AEWC Center technology has already fueled six Maine startups.

FACES OF LEADERSHIP

Kathryn G. Underwood, C.F.P.
USM | B.S. 1981
School of Banking, Williams College
Northern New England School of Banking
Certified Planning Program '94
Maine District President, KeyBank N.A., Portland
As part of a proposed U.S. Army Center of Excellence, the Center will receive $7 million in federal defense appropriations in FY05 to focus on military and civilian needs that can be addressed with wood composite technology.

**REAPING THE REWARDS OF R&D INVESTMENT**  In 1997, the Maine Legislature established the Maine Economic Improvement Fund (MEIF) for use by the University of Maine System to increase federally funded research and enhance Maine's economic development. The goal was to grow new and existing industries and to create high-quality jobs for Maine residents, focusing on seven areas critical to the state: advanced technologies for forestry and agriculture; aquaculture and marine technology; biotechnology; composites and advanced materials technology; environmental technologies; information technologies; and precision manufacturing. In FY04, MEIF dollars resulted in UMaine and USM—the System’s primary research institutions—leveraging $42.8 million in external grants and contract funding, primarily from federal sources.

Overall, the University System has significantly increased its capacity to attract outside research funding. In FY03*, UMaine and USM attracted a record $91.4 million in external grants and contracts. Those funds have supported hundreds of jobs, purchased millions of dollars in goods and services, and led to the creation of new technologies and industries that fuel Maine’s economy.

UMaine also continues to lead the state in technology transfer and commercialization. Nearly half of all projects/companies funded by the Maine Technology Institute (MTI) have partnerships with UMaine. MTI was established by the legislature in 1999 to support companies and organizations involved in R&D activities that lead to commercialization of new technologies. Along with UMaine, USM and UMM are increasing their participation, assisting companies in a variety of ways including technical assistance, new technology development, informal advising, market research, graduate student support, and proposal-writing assistance.

*Most recent data available at publication.*
Nearly 11 percent of undergraduate degrees—and almost eight percent of professional and graduate degrees—awarded each year by Maine’s public universities are in health-related professions. But the universities’ contributions extend far beyond what’s taught and learned in the classroom and laboratory.

Improving Health and Well-Being

In partnership with the state’s hospitals, healthcare practitioners, and related organizations, UMS fosters state-of-the-art care by sharing its expertise and resources and by hosting conferences related to healthcare and health policy.

Maine’s public universities also deliver urgently needed social services and educational programs, developed in response to local needs. These include training in child development and parenting, programs for older citizens, opportunities for individuals with disabilities, literacy and skill development, and efforts to promote public awareness and dialogue addressing a wide range of physical and mental health concerns. In addition, each campus provides public access to cutting-edge health and recreation facilities, making it easier for local residents to pursue healthy, active lives.

UMS students, faculty, and staff also work to improve our well-being by donating thousands of hours each year to healthcare-related local, state, and national boards, organizations, and commissions. Their leadership goes a long way toward focusing attention on critical issues, channeling policies and resources to people in need, and above all, creating positive change.

FACES OF LEADERSHIP

Clifford J. Rosen, M.D.

UMaine  |  B.S. 1971
M.D., State University of New York at Syracuse, Upstate Medical Center ’75

Director, Maine Center for Osteoporosis Research and Education,
St. Joseph Hospital, Bangor
Staff Scientist, The Jackson Laboratory, Bar Harbor
Through community outreach, training, research, social programming, and other services, UMS faculty, staff, and students are working across the state to improve Maine’s quality of life. Far from all-inclusive, the following sampling demonstrates the breadth and diversity of the ways Maine’s public universities serve the needs and interests of the state:

University of Maine Cooperative Extension, the University System’s largest public service outreach unit, conducts programs in every Maine county and serves more than 175,000 individuals statewide annually. The organization’s mission includes youth skills development through the National 4-H Program; support for small businesses, entrepreneurs, and consumers; assistance with best practices related to the use and sustainability of natural resources; food and consumer safety; wellness programs; and child development, parenting, and family relationships.

The UMF Institute on Rural Poverty provides research, education, and links to resources that address the needs of Maine’s economically challenged rural communities.

The Edmund S. Muskie School of Public Service at USM and the Margaret Chase Smith Center for Public Policy at UMaine work to improve the lives of people nationwide through research, practice, and nonpartisan public policy analysis.

UMFK’s Rural Public Safety Administration Program works with regional officials to address the unique public safety concerns of rural America.

The UMPI Search and Rescue Club provides wilderness search-and-rescue services to communities in Aroostook County.

The Women, Work, and Community program, based at UMA, helps Maine women and their families take steps toward more promising futures through career planning, business and leadership skills development, and other assistance.

The Center for Community Inclusion at UMaine combines resources from the University and the community to address and enhance the lives of individuals with disabilities and their families.

The Elizabeth Clark Flaherty Center for Early Care and Education at UMM provides much-needed daycare services for children.

UMaine’s Institute for the Study of Students at Risk works with the Maine Department of Education to address the needs of children, adolescents, and families.

The Cumberland Legal Aid Clinic, operated by the University of Maine School of Law, provides free legal services to qualified individuals in southern Maine.

The Maine Community Policing Institute at UMA promotes problem-solving partnerships among police, service providers, and citizens to enhance public safety.

The Albert D. Conley Speech and Hearing Center at UMaine provides therapeutic services to children and adults.

The USM Center for the Study and Prevention of Hate Violence provides research and public education.

The Maine Health Research Institute is a collaborative effort of UMF, Franklin Memorial Hospital, and the Maine Bureau of Medical Services that supports innovative approaches to health promotion and disease prevention among disadvantaged populations in Maine.

The UMF Student Nurses Organization provides health education outreach initiatives, with special emphasis on the health concerns of rural northern Maine.

The William S. Cohen Center for International Policy and Commerce at UMaine promotes education, outreach, research, and partnerships related to international trade and policies.

The Outdoor Adventure Program International at UMPI enhances the personal growth and development of students, faculty, staff, and community members.

The Maine Center for Coaching Education at UMaine offers professional development for coaches at all levels in Maine schools and communities.
For a culture to flourish, it must have a healthy relationship with the arts. We look to literature, visual art, theater, new media, music, and dance not only for enrichment and entertainment, but also for a record of our own history. The impact of a thriving arts community can be felt both economically, by raising the quality of life and creating jobs, and socially, by inspiring us to reflect and think in new ways.

Enriching Culture and the Arts

The museums, galleries, theaters, performance halls, and visual and performing artists of the University of Maine System form the heart of Maine’s vibrant arts tradition. From the University of Maine at Fort Kent to the University of Southern Maine, each of UMS’s seven universities fosters the arts in its own way as it reflects and serves the interests of students, faculty, and surrounding communities.

Live, on stage Each year, hundreds of thousands of people experience live entertainment at performance venues throughout the University System. Consider: UMA’s nationally renowned jazz musicians performing Duke Ellington tunes at Jewett Hall, the USM Southern Maine Symphony Orchestra unveiling a Stravinsky score, the Broadway musical Cats on stage at the Maine Center for the Arts in Orono, and Shakespeare Express entertaining crowds at UMPI’s Wieden Auditorium.

Showcasing local as well as international talent, Maine’s universities open doors to new creative connections and unite the people of Maine. At rural campuses in Fort Kent, Presque Isle, and Machias, for example, students and faculty collaborate with residents of surrounding towns to form community bands and choruses, dance companies, and theater troupes. At UMA, theater students practice their own, unique form of outreach, performing Shakespeare for enthusiastic audiences at schools and nursing homes.

Faces of Leadership

Tabitha King
UMaine | B.A. 1971
Honorary L.H.D.,
UMaine ’87

Stephen King
UMaine | B.S. 1970
Honorary L.H.D.,
UMaine ’87

Novelists and Founders, Stephen and Tabitha King Foundation
“Life is not a support system for art. It is the other way around.”
— Stephen King, UMaine ’70

FINDING THE RIGHT WORDS  Leadership in the literary arts is one of the University System’s most significant and enduring contributions to the cultural fabric of Maine life. Many of the country’s finest writers, poets, and literary scholars choose the intellectually stimulating halls of Maine’s public universities to pursue the muse. And they’re not all English majors. Students of engineering, biology, nursing, education, and other areas of study often minor in creative writing or literature as a way of building critical thinking skills and adding dimension to their lives and work.

This rich literary presence extends far into the community. As the growing numbers of local writers continue to capture the imaginative spirit of Maine, they inspire the next generation of writers and thinkers. At the annual Terry Plunkett Poetry Festival sponsored by UMA, for example, Maine Poet Laureate Baron Wormser shares his wisdom with aspiring young poets. The National Poetry Foundation at UMaine recently hosted “Poetries of the 1940s,” an international forum attended by renowned critics, scholars, and poets. And at UMF, the 30-year-old on-campus poetry press, Alice James Books, and the nationally renowned Beloit Poetry Journal (where numerous students have pursued internships) host popular live readings and workshops with award-winning poets and writers.

SOMETHING TO SEE  For centuries, Maine artists and craftspeople have found inspiration in the beauty of Maine’s landscape and the richness of its cultural traditions. The iconic images of the Wellivers and Wyeths of the world, as well as artifacts of Maine’s Franco- and Native American cultures, testify to the state’s impact on the creative mind.

The University of Maine System ranks as the state’s preeminent steward of the cultural and visual arts. At UMFK’s new 7,584-square-foot Acadian Archives/Archives acadiennes, or UMaine’s Hudson Museum, for example, visitors and students can catch fascinating glimpses into the history of Canadian- and Acadian-American relations and early Native American culture. Art enthusiasts interested in Maine-centric paintings and photography by the region’s best emerging artists flock to galleries at UMM and other campuses, while the University of Maine Museum of Art, a recent addition to downtown Bangor, ranks among the top fine arts museums in New England.
FROM ITS NORTHERN AND WESTERN WOODLANDS TO ITS ROCKBOUND COAST, MAINE’S LANDSCAPE HAS INSPIRED GENERATIONS OF RESIDENTS AND VISITORS ALIKE. MANY MAINE PEOPLE DERIVE THEIR INCOME, DIRECTLY OR INDIRECTLY, FROM THE STATE’S WEALTH OF NATURAL RESOURCES. OUR PUBLIC UNIVERSITIES HELP SAFEGUARD MAINE’S ENVIRONMENT BY WORKING TO IMPROVE AND PROTECT AGRICULTURAL CROPS AND FORESTS, PRESERVE FISH AND WILDLIFE POPULATIONS, AND PROMOTE ENVIRONMENTAL SUSTAINABILITY AND SOUND PUBLIC POLICIES.

Protecting Maine’s Environment

FROM GRASSROOTS TO GRAND-SCALE  Recognizing the effects that changes elsewhere in the world can have on Maine’s natural environment, UMS faculty, staff, and students devote their energy and expertise to resource protection at every level—local, national, and global. In a Portland neighborhood, for example, USM’s Samantha Langley-Turnbaugh harvests spinach to remove toxins from the soil. Biology students from UMF study water quality on western Maine lakes, sharing their findings with local lake associations and the state Department of Environmental Protection. The Mitchell Center for Environmental and Watershed Research at UMaine produces data critical to the formulation of national environmental policy. And even farther afield, in the ice fields of Antarctica, UMaine Climate Change Institute director Paul Mayewski conducts groundbreaking research that has global significance.

Maine’s public universities are taking steps to make their own day-to-day operations “greener” as well. Once completed, the new UMF Education Center will be the first public building in Maine to be designated for Leadership in Energy and Environmental Design (LEED™) certification by the U.S. Green Building Council. And UMPI’s Environment Stewardship Committee, committed to improving resource efficiency, is but one example of environmental initiatives springing up on campuses throughout the System.

FACES OF LEADERSHIP

Barry L. Dana
UMaine  |  A.S. 1979
UMaine  |  B.S. 1983
Former Chief, Penobscot Nation
PRESERVING WOODLANDS AND WILDLIFE  With nearly 90 percent of its acreage blanketed by forest, Maine ranks as one of the most heavily wooded states in the nation. So it’s no surprise that the University System leads the U.S. in efforts to advance sound forest-management practice. Students receive instruction from experts in the field through UMaine’s Forest Resources program (the oldest continuously accredited professional forestry program in the United States) and UMFK’s Forestry Technology program (one of only two such programs in New England to earn recognition by the Society of American Foresters). Meanwhile, UMaine’s Agricultural and Forest Experiment Station, founded more than a century ago, spearheads research at Aroostook Farm in Presque Isle, Highmoor Farm in Monmouth, Blueberry Hill Farm in Jonesboro, and the Rogers Farm/Witter Teaching and Research Center in Old Town, as well as at other sites statewide.

Equally important to Maine’s environmental well-being is the preservation of fish and wildlife populations. Among various conservation efforts underway throughout the University System, the Maine Cooperative Fish and Wildlife Research Unit at UMaine, and the work of UMM students in the field—at the Moosehorn Wildlife Refuge and local land trusts, for example—illustrate the power of Maine’s public universities to deliver invaluable research and education.

SAFEGUARDING MARINE HABITATS  Maine’s awe-inspiring coastline mesmerizes visitors from around the world. But it’s also home to plants and animals that are vital to Maine’s economy and way of life. Research and outreach initiatives conducted by Maine’s public universities balance these competing interests, thus helping to ensure the future of coastal ecosystems.

At renowned research facilities such as the Downeast Institute for Applied Marine Research and Education in Machias and the UMaine Darling Marine Center in Walpole, UMS students apply insights gained in the classroom to the challenges of the real world. The Edmund S. Muskie School of Public Service at USM helps protect the integrity of the Maine coast through a variety of outreach activities, including the Casco Bay Estuary Project and the Census of Marine Life at the Gulf of Maine, part of a 10-year, multimillion-dollar research initiative. The Maine Lobster Institute, a partnership between UMaine and the Maine lobster industry, strives to protect and enhance lobster populations and habitat. And the Marine Law Institute, operated by the University of Maine School of Law and USM, advises federal and state agencies on the application of marine law.

Providing Access to Education

Witness Matt Rodrigue of UMaine. Matt, a member of the Class of 2004, entered college immediately after graduating from Mt. Blue High School in Farmington. In 2004, Matt was named the nation’s top undergraduate civil engineering scholar. He now works as a civil engineer but plans to return to school soon to earn a law degree.

Meanwhile, Brenda Maines of Bethel has taken a much different path in her pursuit of higher education. Brenda and her husband are raising five children and also work outside the home—he works days and she works nights. Brenda has been taking classes, part-time, as a UMA student through the University College outreach center in Rumford–Mexico. In 2004, Brenda—a Dean’s List student—received her associate’s degree in Social Services from UMA. Today she is continuing her education by pursuing a bachelor’s degree and preparing for a career in the public schools.

FACES OF LEADERSHIP

Henry L. P. Schmelzer

UMaine | B.A. 1965
J.D., The George Washington University Law School ’68
Fellow, Kennedy School of Government, Harvard University ’99
Honorary L.L.D., University of New England ’03
President, Maine Community Foundation, Ellsworth
Through the University System, Maine’s public universities serve the many diverse educational, social, and economic needs of our state and its people. Education is at the core of those needs—and is the core of the University of Maine System’s mission.

OFF TO A GOOD START The University of Maine System is committed to building synergistic relations between higher education and elementary and secondary education.

Schools from Aroostook to York County benefit from the fresh energy and extra help that University System student-teachers and interns bring to the classroom. Just as our teachers-in-training learn from their classroom mentors, so, too, do the schools of Maine benefit from the presence of preprofessional educators. Indeed, teacher-training programs help strengthen Maine’s schools in many ways:

— USM’s intensive CLASS Professional Development School places aspiring educators at elementary and middle schools in Auburn, where they work directly with students and teacher-mentors.

— Education majors from UMFK, UMPI, UMM, and UMF provide much-needed assistance as they complete student-teaching requirements in local schools.

— UMF, which educates 17 percent of all teachers in Maine, conducts popular Summer Institutes that help teachers meet certification and recertification requirements and bring to light the latest knowledge and research in ways that can be implemented in the classroom.

— At UMaine, teachers, principals, and other educators from 38 school districts participate in the Maine School Leadership Network (MSLN), a two-year, school-based leadership development program that helps schools identify and “grow” their own leaders.

— At UMPI, the Aroostook Right to Read program fosters reading, writing, and speaking across the curriculum while hosting conferences for local educators and students.

FACES OF LEADERSHIP

Laurie A. Richards
UMF | B.A. 1990
UMaine | M.Ed. 1998
UMaine | C.A.S. 2001
First Grade Teacher, Pendleton Street School, Brewer Recipient of 2003 Innovative Ideas Grant and 2002 Internet Innovator Award from National Semiconductor Corporation for innovative use of the Internet in the classroom
— The UMaine Center for Student Aspirations—a national research and outreach program—works with students, educators, parents, and communities to identify and address issues related to student aspirations.

— The University System’s collaborative initiative on public education partnerships is extending the expertise and resources of Maine’s public universities to Maine’s schools, teachers, and school administrators. Its Regional Teacher Development Centers (RTDCs) provide the assistance and professional development opportunities needed to help schools and teachers satisfy federal and state standards and to help address Maine’s shortage of properly educated school administrators.

CONNECTING FROM A DISTANCE. Addressing the needs of Maine’s place-bound learners, the University System offers convenient and accessible options for distance education through its 11 University College outreach centers and 75 local ITV sites.

Each semester more than 5,000 Maine adults who are place-bound because of employment and/or family responsibilities find success through distance education. They choose from more than 200 courses taught by University System faculty via the Internet or through interactive television at sites across the state. Distance education makes it possible to earn certificate and degree programs from any of the System’s seven universities and enter or return to the workforce with new credentials and talents.

One such example is Carol Westerdahl of Houlton. Carol aspired to achieve a bachelor’s degree in Liberal Studies but could not commute to her closest university, UMPI, because of family responsibilities and business commitments. Fortunately, Carol had the option of enrolling at UMPI’s Houlton Higher Education Center, where she took courses in face-to-face settings as well as through ITV and other distance learning technologies.

FACES OF LEADERSHIP

Jeanne O. Crocker

USM | M.Ed. 1979
B.A., Colby College ’76

Principal, South Portland High School
2003 Maine High School Principal of the Year
Carol graduated in 2004 as salutatorian of her class. As she told her fellow graduates at Commencement, her achievement would not have been possible were it not for the options that distance education provides.

BEYOND THE COLLEGE YEARS College isn’t just for those seeking a college degree. Maine’s public universities offer credit and not-for-credit courses for adults wishing to improve their skills, advance their career development, or simply expand their intellectual, social, and cultural horizons.

Such opportunities abound throughout Maine’s public universities. For example:

— UMaine’s Center for Adult Learning and Literacy (CALL), in partnership with the Maine Department of Education and Maine Adult Education, provides statewide professional development programs focused on adult reading, adults with learning disabilities, assessment, and other areas.

— USM’s Center for Workplace Learning provides specific, often customized training and educational programming to employed students where they work.

— Retirees and soon-to-be retirees, eager to pursue personal or intellectual interests, enroll in University System Senior College programs, where they “Learn for the fun of it!” Offerings range from lectures and discussions in the humanities to field trips and hands-on learning experiences. Keith Sherburne is one of hundreds of examples. Keith, a former high school teacher, enrolled at USM’s Osher Lifelong Learning Institute to fulfill his dream of staging puppet shows and wound up founding the Sixth-Age Puppet Opera Company.

— Citizens in rural regions also enjoy the intellectual adventures of Senior College. In western Maine, seniors explore educational and cultural interests at UMF’s Gold Leaf Institute, while Downeasterners enroll in a curriculum of socially interactive programs at the Sunrise Senior College, located at UMM. Aroostook County seniors take part in UMPI’s Seniors Achieving Greater Education (SAGE) and Elderhostel programs hosted by UMFK.

FACES OF LEADERSHIP

Elaine Whitney Cale
UMM | B.S. 1976
Early Intervention Program Coordinator, Washington County Children’s Program, Machias
UNIVERSITY PROFILES

The University of Maine — Located on a sprawling, 660-acre campus in Orono, The University of Maine is the state’s land-grant and sea-grant institution and the state’s designated research university. UMaine is among the four percent of American universities and colleges classified by the Carnegie Foundation as a Doctoral/Research Extensive institution, the highest classification. The Princeton Review rated UMaine in the top 20 nationally in its “Best Buys—Public” category in 2004.

Internationally renowned for its programs in engineering and natural sciences, UMaine’s graduating seniors also annually place among the nation’s top finishers in preprofessional exams in business, nursing, social work, and other fields. UMaine’s teacher education program is the largest in the state, as is its liberal arts college.

As the flagship of the University of Maine System, UMaine has a statewide mission. Its faculty, resources, and programs serve all of Maine and its people through teaching, basic and applied research, and public service outreach. UMaine operates Cooperative Extension, which serves Maine through consumer and small-business assistance, family and youth programs, and other forms of education and outreach. UMaine is also home to the Margaret Chase Smith Center for Public Policy, a nonpartisan public service institution that promotes dialogue and conducts groundbreaking research that explores local, regional, and national policy issues. Extending educational opportunities to midcoast Maine, The University of Maine operates the Hutchinson Center, a state-of-the-art learning facility located in Belfast.

In keeping with its full complement of learning opportunities, UMaine is one of the state’s preeminent providers of visual and performing arts. Its Maine Center for the Arts annually hosts internationally renowned performers and productions as well as the cultural artifacts of the Hudson Museum. Located nearby, in Bangor, is the world-class University of Maine Museum of Art. UMaine is the home of the Maine Black Bears, Maine’s only NCAA Division I athletics program.

Types of degree programs offered:
- baccalaureate: 88
- master’s: 64
- certificates of advanced study: 1
- doctoral: 25

Degrees awarded in 2004: 1,908
- Student enrollment: 11,358
- Faculty: 741

University of Maine at Augusta — The University of Maine at Augusta prides itself on its commitment to nontraditional students and ways of learning. At its campuses in Augusta, Lewiston, and Bangor (University College of Bangor), students are provided with professional and academic opportunities offered through traditional classroom instruction as well as a variety of distance learning technologies available at 11 University College locations and more than 100 interactive television sites throughout the state.

Perhaps UMA’s best-known offering is its degree program in Jazz and Contemporary Music, which Downbeat magazine named one of the 50 best jazz programs in the country. And for aspiring architects, UMA has a special arrangement with the Boston Architecture Center that gives UMA graduates special consideration for its professional master’s program.
UMA partners with Maine state government to offer Capital Campus, created to address the specific educational needs and career-advancement opportunities of the thousands of state government employees living in the Augusta region. In addition, many of the courses are transmitted to other state offices through closed-circuit television.

The Mental Health and Human Services degree program, which UMA offers statewide using distance technology, was designed in response to Maine’s need for enhanced community-based services and is one of the largest baccalaureate programs in the University System.

A recently completed Student Technology Center adds enhanced student and computer services at the Augusta campus. The 40,000-square-foot facility includes student lounges and dining services, a bookstore, and state-of-the-art computer labs (including new music synthesizing and computer imaging facilities) and lecture halls to improve the educational experience of students.

**Types of degree programs offered:**
- associate: 22
- baccalaureate: 22

**Degrees awarded in 2004:** 716
- Student enrollment: 5,538
- Faculty: 147

**University of Maine at Farmington** — Nestled in the foothills of the mountains of western Maine, the University of Maine at Farmington is Maine’s public liberal arts college, offering quality baccalaureate programs in the arts and sciences, education, and human services. With enrollment limited to the equivalent of 2,000 full-time students, UMF is about the same size as many of New England’s most selective private colleges and offers many of the same advantages, yet at an affordable price.

Over the years, UMF has earned a national reputation for excellence. In fact, *U.S. News & World Report* has named it one of “America’s Best Colleges” for eight consecutive years—the only college of its kind in New England to earn that distinction. UMF is also a founding member of the Council of Public Liberal Arts Colleges, an exclusive national group of 20 public colleges and universities dedicated to the liberal arts.

As an integral part of the region’s intellectual and social culture, UMF fosters among its students, faculty, and staff a strong sense of community engagement. Volunteerism is even a part of the curriculum (called “Service-Learning”) in many UMF classes. Overall, about 70 percent of all UMF students participate in some sort of hands-on learning experience outside the classroom, including internships, practica, student teaching, class projects, and service-learning.

**Types of degree programs offered:**
- baccalaureate: 39

**Degrees awarded in 2004:** 410
- Student enrollment: 2,349
- Faculty: 135

**University of Maine at Fort Kent** — The University of Maine at Fort Kent is a liberal arts–based university offering quality baccalaureate and associate degree programs responding to the needs of northern Maine. The UMFK academic experience provides close interaction with faculty, small classes, and the use of leading technology.

UMFK’s curriculum emphasizes the special challenges of rural communities in America and celebrates its proximity to the wonder of Maine’s wilderness and the joys of outdoor sports and activities. The University preserves and
fosters an appreciation of the Acadian and Franco-American heritage and culture, and in September 2004 celebrated the grand opening of the new $1.4 million, 7,584-square-foot building that houses the Acadian Archives/Archives acadiennes.

As the cultural center of its region, UMFK attracts historians, writers, and visual and performing artists who want to experience the unique richness of the historical St. John Valley. That appeal is reiterated time and again by UMFK students, who find the school an ideal learning environment.

The University contributes significantly to the economic, social, and cultural development of the region. In 2004, the campus served as one of the host sites for the Biathlon World Cup, which attracted thousands of participants and visitors from around the world.

Types of degree programs offered: Degrees awarded in 2004: 214
associate: 2
baccalaureate: 14

Student enrollment: 1,076
Faculty: 44

University of Maine at Machias — What sets the University of Maine at Machias apart from other leading small New England liberal arts colleges is its unique Downeast location (which combines striking natural beauty and a vibrant human community) and its commitment to experiential, place-based learning, environmental studies, and sustainability. UMM students are engaged not only in the classroom but in the community and the environment through fieldwork, internships, co-op opportunities, service-learning, and applied research. The UMM experience is also characterized by close student–faculty relations and individualized attention, with an average class size of 16 students.

UMM has earned a national and an international reputation. The University was recently recognized as one of the top five public comprehensive colleges in the North by U.S. News & World Report, and its Marine Biology program recently received a National Science Foundation grant to support development of a marine research center, providing educational, scientific, and economic benefits for the Downeast region and beyond.

Academic programs in Marine Biology, Environmental Studies, Recreation Management, Biology, Education, Business Administration, English, History, Behavioral Science, and Interdisciplinary Fine Arts attract students from across the country as well as from overseas. The resulting diversity of the student body further enhances students’ educational and campus life experiences.

Types of degree programs offered: Degrees awarded in 2004: 101
baccalaureate: 12

Student enrollment: 1,191
Faculty: 46

University of Maine at Presque Isle — The University of Maine at Presque Isle is a regional university for students who seek intellectual, cultural, and outdoor adventure within the context of a small, supportive community. The University integrates outstanding academics with an extraordinary natural and cultural environment that allows students to develop the skills and self-confidence to succeed in life.

UMPI’s 1,500 students choose from a combination of liberal arts and selected professional programs. Many of these programs utilize internships and fieldwork within the community, not only to enhance the education of students but also to improve the quality of life in the region.
The University serves as an economic and cultural as well as educational resource for the entire community. Workshops and programs offer personal and professional advancement, and dynamic speakers visit the campus through a variety of lecture series. The Northern Maine Museum of Science, cultural programs, and art galleries serve to enrich the community and add to its economic vitality, and the Maine Solar System Model, a University and community project, has brought national attention to the region.

The new Caroline D. Gentile Health and Physical Education Complex, for which the University recently broke ground, will benefit the health and economy of the entire central Aroostook region.

Types of degree programs offered: 
associate: 5
baccalaureate: 23

Degrees awarded in 2004: 286
Student enrollment: 1,652
Faculty: 75

University of Southern Maine — Reflecting the dynamic, multicultural energy of its urban setting, the University of Southern Maine offers a wide range of undergraduate, graduate, and professional degree programs at campuses in Portland, Gorham, and Lewiston–Auburn. Its acclaimed programs in music, business, health professions, fine arts, and teacher education are among the many academic offerings USM provides to serve the educational, economic, cultural, and social needs of southern and central Maine.

USM is also widely recognized as the home of the Edmund S. Muskie School of Public Service. The Muskie School’s interdisciplinary, problem-focused graduate programs combine classroom and applied field experiences. The Muskie School educates leaders, informs public policy, and strengthens civic life through its graduate degree programs, research institutes, and public outreach activities.

As one of the 10 largest employers in its region, USM plays a vital role in the community. Its faculty, staff, and students lend their expertise in a variety of ways, through business assistance, applied research, problem-solving, and civic involvement.

The University of Maine School of Law, commonly referred to as Maine Law, is an administrative unit of USM. Maine Law prepares its graduates for a wide variety of careers in law, business, government, and public service. Areas of special curricular strength include business and commercial law, marine law, trial advocacy, and international law.

Having recently completed the most successful capital campaign in its history, USM is enjoying a period of growth that has added support for scholarships and academic programs and funding for the completion of the top three floors of the Albert Brenner Glickman Family Library. The new expansion to the Science Building, achieved with state support, is home to the Wise Laboratory of Environmental and Genetic Toxicology.

Types of degree programs offered: 
baccalaureate: 48
master’s: 23
certificates of advanced study: 17
doctoral: 3

Degrees awarded in 2004: 1,322
Student enrollment: 11,089
Faculty: 505
Enrollment Trends and Highlights

Fall 2004 enrollment at Maine’s public universities exceeded 34,000 students for the third consecutive year. The 2004 total of 34,253 students was the second highest total in the University System’s history, just a half-percentage point lower than the record enrollment of 34,275 in 2003.

— Full- and part-time enrollment has increased 14.1% (4,235 students) since 1997. Overall course enrollment has increased by a full-time equivalent of 4,108 students (20.5%).
— More than 4,800 students earned degrees from Maine’s public universities in 2004.
— Fall 2004 enrollment in off-campus distance learning courses, which are delivered through University College outreach centers and learning sites, increased by nearly 1% to 3,504 students.
— Students took more classes in 2004 than in past years, resulting in a record total of 345,781 credit hours being taught by faculty members across the University System.
— More than 62% of students enrolled in Maine’s seven public universities and 11 academic outreach centers are women.

University of Maine System: By the Numbers

— the number of states in the U.S. represented in the University System’s student population: 50
— the number of nations represented in the University System’s student population: 87
— the number of Canadian residents enrolled in Maine’s public universities (Canadians represent the largest single group of foreign students): 799
— excluding international students, the percentage of out-of-state students from New England states other than Maine: 56
— the percentage of all students enrolled in public higher education in Maine who attend a University of Maine System institution: 78
— the percentage of UMS students who are Maine residents: 88
— the number of Cumberland County residents enrolled in Maine’s public universities (of Maine’s 16 counties, Cumberland is the largest “sender”; every county sends at least 350): 6,007
— the approximate number of UMS alumni currently living in Maine: 110,000
— the estimated annual economic impact generated by those 110,000 alumni: $2.5 billion

Providing Access and Affordability

— More than 80% of students in Maine public high schools live within 15 miles of a University System campus or outreach center.
— $172 million in student financial assistance was awarded in FY03 in the form of University, state, and federally funded scholarships, grants, loans, tuition waivers, and student work-study wages.
— The University of Maine System itself provided nearly $25 million of that aid in scholarships and grants.
— More than 75% of the University System’s 34,000-plus students receive some form of student financial aid.
— The average financial aid award per student exceeds $6,500.
Funding Sources & Expenditures

UNIVERSITY OF MAINE SYSTEM BASE BUDGET — 20-YEAR PROFILE

Dollars (in millions)

STATE APPROPRIATION AND TUITION/FEES AS A PERCENTAGE OF BASE BUDGET

Fiscal Year: 85/86 86/87 87/88 88/89 89/90 90/91 91/92 92/93 93/94 94/95 95/96 96/97 97/98 98/99 99/00 00/01 01/02 02/03 03/04 04/05

STATE APPROPRIATION AND TUITION/FEES AS A PERCENTAGE OF BASE BUDGET


- Tuition & Fees
- State Appropriation
- Other Sources (Interest and Indirect Cost Recovery)
REVENUES BY SOURCE  TOTAL: $566,846*

- Indirect Cost Recovery: 2%
- Other Non-operating Revenue: 4%
- Educational Sales & Services/Auxiliary Enterprises: 11%
- Grants & Contracts: 23%

*Revenues by source are based on most recent data available (fiscal year ending June 30, 2004) and include all sources

STATE APPROPRIATION: Funds allocated for current operations by the Maine Legislature (does not include State Grants & Contracts).

OTHER NONOPERATING REVENUE: Includes gifts from individuals, foundations, and corporations; investment income; and other sources of nonoperating revenue (net of interest expense).

EDUCATION SALES & SERVICES/AUXILIARY ENTERPRISES: Includes all sales and services associated with the System’s primary mission of teaching, research, and public service. Auxiliary Enterprises include revenue generated from bookstores, residence halls, and other such enterprises that provide goods or services and are supported entirely by fees charged to users.

GRANTS & CONTRACTS: Funding made available by grants, contracts, and cooperative agreements from federal and state agencies and private entities.

INDIRECT COST RECOVERY: Administrative fees received by the System for grant and contract activities.

NET STUDENT REVENUE: Gross revenues generated from student tuition, dining, residence, and fees less associated financial aid used to pay these costs.

FACES OF LEADERSHIP

William Dobbins
UMPI | B.S. 1975
M.Ed., UMaine '82
C.A.S., UMaine '91

Superintendent of Schools, SAD #14, Danforth
FACES OF LEADERSHIP

Lieutenant Randall Nichols
UMA | B.S. 1999
Commanding Officer, Troop G (Maine Turnpike), Maine State Police

EXPENSES BY SOURCE: TOTAL: $552,262*

- Public Service: 9%
- Academic Support: 10%
- Student Services: 7%
- Institutional Support: 8%
- Operation & Maintenance of Plant: 6%
- Student Aid: 6%
- Depreciation & Amortization: 5%
- Instruction: 27%
- Research: 11%
- Auxiliary Enterprises: 11%

*Based on most recent data available (fiscal year ending June 30, 2004)

INSTRUCTION: Expenditures for all activities relating to for-credit instruction programs.

RESEARCH: Expenditures for all activities specifically organized for research, whether commissioned internally or externally. Includes funds for research institutes and centers, project research, and the Maine Agricultural and Forest Experiment Station.

AUXILIARY ENTERPRISES: Funds for bookstores, residence halls, and other such enterprises that furnish goods and services and are supported by fees charged to users.

PUBLIC SERVICE: Funds for community service programs, Cooperative Extension services, conferences, and other activities that provide services beneficial to groups external to the System.

ACADEMIC SUPPORT: Funds for support services related to the primary missions of teaching, research, and public service. This includes the acquisition and maintenance of educational materials and technology, academic administration, and course development.

STUDENT SERVICES: Funds expended for the admissions office, registrar, and programs and activities that contribute to the well-being of students outside the context of formal instruction.

INSTITUTIONAL SUPPORT: Expenditures relating to management and long-term planning, finance, human resources, logistical activities, faculty and staff support, and development and fundraising.

OPERATION & MAINTENANCE OF PLANT: Current operating funds expended for the operation and maintenance of System facilities.

STUDENT AID: Includes loans, scholarships, tuition waivers, fellowships, and student work-study wages.

DEPRECIATION & AMORTIZATION: Accounting for the depreciation of System capital assets and amortization of costs related to loans.
More than ever, Maine’s economic growth and vitality depend on the strength of our state’s public universities.

Studies show that an educated workforce attracts businesses that offer more secure, flexible, and higher paying jobs. States prosper in proportion to the percentage of their residents holding baccalaureate and graduate degrees. And with three-quarters of Maine’s public higher education population enrolled in the University of Maine System, we have the greatest influence on educating Maine people for enhanced economic, cultural, and civic opportunities.

In addition, university-based research and development spur job creation—an important part of the University System’s mission. Since 1997, UMaine and USM have used $45 million in state matching funds to generate more than $180 million in outside investment, primarily from federal agencies. Those funds directly and indirectly create new jobs, technologies, and industries that fuel Maine’s economy (as evidenced by our success rate—one of the highest in the nation—in converting research and development into business startups).

Recognizing the undisputed link between education and prosperity, the University System’s Chancellor and Board of Trustees are developing a bold vision for the future of our public universities. That vision, and the Strategic Plan emerging from it, rest on three broad objectives:

1. To increase academic quality, access, and service to students;
2. To improve education and economic development statewide;
3. To maximize efficiency and cost-effectiveness throughout the University System.

The Strategic Plan heralds the most dramatic change in public higher education in Maine since the creation of the University System in 1968. It represents our promise to do all we can to move Maine forward, both educationally and economically. Above all, it signals our determination to fulfill our mission as the catalyst for Maine’s future.

We invite you to learn more about the Strategic Plan by visiting www.maine.edu/spp.
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Questions and complaints about discrimination in any area of the University System should be directed to the Equal Opportunity Coordinator for the University of Maine System, currently Sally Dobres, who can be reached at (207) 621-3199 (voice) or (207) 973-3300 (TDD), 107 Maine Avenue, Bangor, ME 04401.

Inquiries or complaints about discrimination in employment or education may also be referred to the Maine Human Rights Commission. Inquiries or complaints about discrimination in employment may be referred to the U.S. Equal Employment Opportunity Commission.

Inquiries about the University System’s compliance with Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, and national origin, Section 504 of the Rehabilitation Act of 1973 and Title II of the Americans with Disabilities Act of 1990, which prohibits discrimination on the basis of disability; Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex; and the Age Discrimination Act of 1975, which prohibits discrimination on the basis of age, may also be referred to the U.S. Department of Education, Office for Civil Rights (OCR), Boston, MA 02109-04557, telephone (617) 223-9662 (voice) or (617) 223-9695 (TTY/TDD). Generally, an individual may also file a complaint with OCR within 180 days of alleged discrimination.

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The catalyst for Maine's future

UNIVERSITY OF MAINE SYSTEM

Maine's most valuable public asset

EDUCATIONAL EXCELLENCE, YES. BUT ALSO ECONOMIC DEVELOPMENT, THE ARTS, HEALTHCARE, ENVIRONMENTAL STEWARDSHIP, INNOVATIVE TECHNOLOGIES AND DISCOVERIES, SOCIAL SCIENCES, OUTREACH, AND PUBLIC POLICY.

GROUNDBREAKING RESEARCH THAT TOUCHES EVERY ASPECT OF OUR LIVES.