



Position: President
Institution: University of Maine
Location: Orono, Maine

HISTORY & MISSION

The University of Maine was established in 1865 as the Maine College of Agriculture and the Mechanical Arts under the provisions of the Morrill Act. The Maine Agricultural and Forest Experiment Station was founded as a division of the University in 1887. In 1912 the Maine Cooperative Extension, which offers field educational programs for both adults and youths, was initiated. The first graduate degree was conferred in 1881 and there has been a separate graduate school since 1923. In more recent years, a Continuing Education Division was established to offer evening and Saturday courses. Outreach courses provided by faculty traveling long distances to teach on-site are now augmented by an expanding distance learning system bringing higher education opportunities to citizens in every corner of the state.

UMAINE TODAY

The flagship University of the University of Maine System, UMaine offers the range of programs and services befitting a comprehensive university, including an Honors College, modern research facilities, and the state's largest library and government document repository. Maine's largest liberal arts institution is also the home of the state's only NCAA Division I athletic program. It hosts a military Reserve Officer Training Corps (ROTC) for Army, Naval and Marine forces that have produced past and present outstanding military leaders. UMaine's five colleges meet the changing needs and challenges of the state, its students and practicing professionals (Business, Public Policy & Health; Education & Human Development; Engineering; Liberal Arts and Sciences; and Natural Sciences, Forestry, & Agriculture).

UMaine has statewide responsibility for those educational, research and public service programs associated with its designation as the State's land-grant university and sea-grant college. In the spirit of its land-grant heritage, UMaine is committed to the creation and dissemination of knowledge to improve the lives of its students and of Maine citizens in their full intellectual, social, economic, artistic, and cultural diversity. As a sea-grant college, UMaine is dedicated to conducting research and communicating information on the wise, humane use and conservation of marine resources.

COMMUNITY

The University of Maine's 1,100-acre campus enjoys an ideal physical setting on the banks of the Stillwater River in Orono, Maine. It is ten minutes from Bangor, Maine's third largest city. Because of its natural beauty, safety, and affordability, Bangor is consistently ranked as a highly desirable place to live. Fifteen minutes from an international airport, Orono is also adjacent to an interstate highway (I 95), only an hour from Bar Harbor and Acadia National Park, and within an easy drive of several major ski resorts. Despite these convenient travel connections, it sits at the edge of the last great expanse of undeveloped lakes, forests and streams in the Northeast. The UMaine campus serves as the cultural and performing arts center for the area, as well as the home of Division I men's and women's Black Bear athletic teams. Through Cooperative Extension and other outreach efforts, UMaine has a physical presence and employees in each of Maine's 16 counties. It also has major outreach and research centers and forest holdings statewide.

ACADEMIC PROGRAMS, RESEARCH AND FACULTY

UMaine offers a competitive and intellectually challenging experience for its students in degree programs from the baccalaureate level through the doctorate. Undergraduate education, with a foundation in the liberal arts and sciences that guides the intellectual and ethical development of students, continues to be central to its teaching mission. Professional education in a wide range of disciplines - including programs unique within the State in engineering, the sciences, natural resources, teacher education, business and human resources - meets student and societal needs. Graduate education supports the institutional research mission, provides advanced training, and educates the next generation of teachers and researchers. Our graduate programs emphasize selected areas in which UMaine can make significant national and international contributions and also address the current and future needs of Maine citizens.

UMaine offers 88 baccalaureate degree programs, 64 masters programs, and 25 doctoral programs that attract students from around the world, helping to create a cosmopolitan university environment in a rural New England setting. It is one of just 151 institutions (four percent) nationwide to be classified by the Carnegie Foundation for the Advancement of Teaching as "Doctoral Research-Extensive," the highest ranking possible. UMaine enjoys overall institutional accreditation by the New England Association of Schools and Colleges, Inc., the oldest regional accrediting association in the United States. In addition, many professional societies also confer accreditation or approval on specific UMaine programs. The Honors College continues to be instrumental in efforts to attract highly qualified students. Starting with 250 students, it now enrolls approximately 700 students.

With 75,770 square feet of laboratories and research facilities, UMaine has established itself as the largest public research facility in northern New England. UMaine attracts 92 percent of all federal funding that comes to Maine's institutions of public higher

education. As a by-product of research, UMaine is developing businesses. Its efforts in this area have led Maine to a top ten national ranking for the number of research spin-off companies per \$10 million in university research expenditures. The impact of UMaine on the state's economy is dramatic. In addition to the jobs created by its expertise and energy, with a total annual economic output of \$578 million, UMaine adds \$6.60 to the State's economy for every dollar of state investment. It is one of the State's top ten employers. Extramural research funding for FYO4 totaled a record high of \$56.7 million, with 83 percent of that figure coming from federal funding sources.

UMaine has several institutions and learning centers that promote outreach, research, and scholarly activities including (but not limited to) the Advanced Manufacturing Center, Advanced Engineering Wood Composite Center, Canadian American Center, Carnegie Art Museum, Climate Change Institute, Cooperative Forestry Research Unit, Darling Marine Center, Franco-American Centre, Humbolt Field Research Institute, Hudson Museum for Native Cultures, Department of Industrial Cooperation, Intensive English Institute, Laboratory for Surface Science & Technology, Lobster Institute, Maine Agricultural Center, Maine Aquaculture Innovation Center, Maine Educational Opportunity Center, Maine Folklife Center, Margaret Chase Smith Center for Public Policy, National Center for Geographic Information & Analysis, National Poetry Foundation, Pulp & Paper Process Development Center, Senator George J. Mitchell Center for Environmental & Watershed Research, Wabanaki Center, Women's Resource Center, and Writing Center.

UMaine has 508 full-time faculty members, with 437 having earned a terminal degree. An additional 220 highly qualified faculty teach on a part-time basis. Cooperative extension employs more than 40 faculty. Nationally – and in many instances internationally – recognized for research and teaching, UMaine faculty are committed to student success, scholarship and public service. As the home of federally funded TRIO higher education opportunity programs, UMaine faculty understand student needs and realities along the learning continuum and are committed to a seamless PreK-16 partnership with public schools. They are also active citizens at the local and state levels, holding public office, serving on numerous public and private boards, lending their expertise to solve problems and improving the quality of life.

ENROLLMENT & STUDENT PROFILE

With 11,300 enrolled students – approximately 9,000 undergraduates and 2,300 graduate students – UMaine is the largest higher education institution in Maine. Students come mostly from Maine, but also from 45 other states and almost 70 foreign countries. UMaine is particularly well represented by the State's two largest ethnic groups – Franco-Americans and Native Americans – as well as first-generation college students.

Seventy-five percent of students who were enrolled this fall report that UMaine was their first choice college. More than half aspire to a graduate degree. More of Maine's high school valedictorians and salutatorians enroll at UMaine than all other Maine colleges and universities combined. Most of the students live either on campus (3,760) or

nearby, making UMaine the largest residential college community in Maine. Seventy-seven percent of students are full time, and the campus wide retention rate for first-year students is 78 percent. Additionally, Continuing Education reaches 6700 number of Maine citizens per year.

The research and scholarship of its faculty and graduate students greatly enrich the undergraduate classroom. Because the student-faculty ratio is low (15-1), many classes offer both undergraduate and graduate students the opportunity for hands-on research and small-class discussions. The UMaine campus also provides unique undergraduate research opportunities such as the NSF Teaching Assistantships and the Margaret Chase Smith Center Public Policy Scholarships.

ATHLETICS

The University of Maine competes athletically in 19 Division I sports. Black Bear athletes succeed athletically (2 national championships and 32 conference championships) and academically (18 Academic All-Americans). As the only Division I institution in the State, over 400 student-athletes represent Maine through athletic competition in the America East, Hockey East and Atlantic 10 conferences. In July 2004, UMaine won for the first time the America East Academic Cup. UMaine student-athletes compiled a grade-point average of 3.12 during the 2003-2004 academic year. It is the highest grade-point average by an institution in the nine-year history of the award.

ALUMNI

The University has provided an education to more than 110,000 people, including 90,000 living alumni. From the late 19th century through today, UMaine students, employees and graduates have been Maine's leaders in government, business, education and all other fields that have a direct impact on the lives of Maine's citizens. Alumni have also made worldwide contributions. They include men and women in a wide range of fields – engineers, physicians, novelists, business leaders, Olympians, journalists, politicians, foresters, economists, educators and countless heroes and role models. Currently among them are a Nobel Peace Prize laureate; the world's best-selling author; a U.S. Senator; the present Governor and a substantial number of both the current and past Legislators.

FINANCIAL SNAPSHOT

Fiscal 2004 financials show a total of \$273.3 million net assets, operating revenues of \$173.0 million (net of \$20.9 million in scholarships, but including \$66.7 million in tuition and fees, \$27.0 million in residence and dining fees, \$65.2 million in grants and contracts, \$35.1 million in educational services and other services). Non-operating revenues totaled \$110.8 million (including State Appropriations of \$86.7 million and \$6.6 million in State capital funding). Although the State funding environment for higher education continues to present challenges to public institutions, the University of Maine

remains financially sound. Flat State Appropriations and rising expenses result in increased pressure on other revenue sources and require expenditure reductions.

The building replacement value for the University of Maine physical plant totals approximately \$600 million. Recent major construction and renovations for the University of Maine include three new engineering buildings, two science buildings, a Student Union, a 22 bed residential facility, the Buchanan Alumni House, the new athletic stadium grandstands, and an expansion of the Alford Arena. Major projects under construction and renovation include a visual arts facility and new student recreation center.

As of June 30, 2004, The University of Maine has a moderate debt ratio with current and non-current outstanding bonds of \$53.8 million and total loans from the University of Maine System of \$7.5 million. The University of Maine issues revenue bonds through the University of Maine System. Standard and Poor's underlying rating for University bonds is AA.

FUNDRAISING & DEVELOPMENT

Fund raising on behalf of the University occurs mainly through the Office of University Development (major gifts), the Alumni Association, the University of Maine Foundation, the University of Maine Pulp and Paper Foundation, the Pine Tree State 4-H Foundation, and the numerous, volunteer "friends" groups on campus which represent various University departments and extracurricular communities. In 2002, an Advancement unit was created under one vice president to coordinate the resources of the Office of University Development, and the Department of Public Affairs and Marketing. As a part of this reconfiguration, a formal relationship was established with the Alumni Association, and informal relationships were strengthened with the three foundations. The collective holdings of these units create an endowment of almost \$203.5 million (as of 12/31/03), a total among the top flagship public institutions in New England.

The Development Office is the "official" fundraising unit of the University and is organized into units which include fund raising, constituent research, corporate and foundation relations and information management. Utilizing a staff of fourteen, the Office of Development is expected to provide leadership for all aspects of fund raising that does not involve planned giving or The Annual Fund. Campaigns are now under way for such projects as the Honors College, Visual Arts Building, Wes Jordan Training Center and Maine Center for the Arts/Hudson Museum. Since 2002, fundraising has increased each year, resulting in the completion of projects such as the Kessock Softball Field, Fogler Library renovation, and The University of Maine Museum of Art.

The Alumni Association, a separate 501(c)3 organization which was founded almost 130 years ago, administers the annual fund and reunion giving. In fiscal year 2004, more than 900 donations were made in the top five levels of giving and the Annual

Fund's efforts resulted in a 13 percent increase in donations to the University from the previous year.

The University of Maine Foundation, a separate 501(c)3 organization and one of the largest and oldest public university foundations in New England, focuses on planned and deferred giving. More than 60 percent of Foundation funding to the University supports student scholarships.

The Pulp and Paper Foundation, a separate 501(c)3 organization incorporated in 1952, facilitates university education and research in the pulp and paper field and promotes the advancement and development of allied industries. The Foundation is supported by individual donations and annual gifts from companies in 20 states. Educational endowment funds allow the Foundation to recruit and support the top University of Maine engineering and forestry students. Similarly, it promotes pulp and paper-related research by UMaine faculty and graduate students to provide quality, timely technical support to industry members.

The Pine Tree State 4-H Foundation, created in 1961, offers an annual campaign to help meet the immediate needs of Maine 4-Hers. Endowments, bequests and other gifts support the future of 4-H, making possible scholarships, new program funding, and adult volunteer training.

The combined efforts of these teams target private sources of funding and allow the University to excel beyond what is currently possible with public funding realities. The results are measurable: charitable giving to the University reached an all-time high of \$18 million in fiscal year 2004 – a 79 percent increase in two years.

GOVERNANCE & REPORTING RELATIONSHIPS

UMaine is one of seven institutions in the University of Maine System. Each institution has a distinct mission and complements and collaborates with the others to fulfill the needs of public higher education in the State of Maine. The University of Maine System serves 34,700 students statewide. Top-quality faculty choose to live and work in Maine partly because the sizes of the institutions allow for rich relationships between teacher and student.

The Board of Trustees of the University of Maine System consists of 16 members, 15 of whom are appointed by the Governor. The Board has full legal responsibility and authority for the University System. It appoints the Chancellor to oversee the System and each university president; approves the establishment and elimination of academic programs; confers tenure on faculty members; sets tuition rates and operating budgets; and more.

The UMaine Board of Visitors' twenty members advise the UMaine President on policy, financial and strategic issues. By charge from Maine's legislature, it reviews budgets,

tuition and program changes prior to recommendation to the University of Maine System Board of Trustees.

The President is the chief academic and administrative officer of the University. Working closely with six senior officers, including the Provost, the Vice President for Administration, the Vice President for Research, the Vice President for University Advancement, the Executive Director for Equal Opportunity & Diversity, and the Director of Athletics, the President furthers the mission and exercises broad responsibilities for all aspects of the academic, student, financial, and administrative dimensions of the institution.

Faculty and staff are organized and operate under collective bargaining agreements. Academic oversight is provided by the Faculty Senate.

STRATEGIC PLANNING

The System-wide 2004 strategic planning initiative establishes a mission-based organizational model that reorganizes the System's seven campuses into six institutions, each with an identified role and the capacity to fulfill a defined set of educational needs. Under the System plan, UMaine is recognized as the flagship, advanced-degree granting institution with statewide and national responsibilities.

Key Points from the University of Maine System Strategic Plan include:

- Increased research capacity and national prominence among research institutions;
- More focused allocation of resources to support this expanded role;
- Responsibility for attracting new funding streams to Maine to support teaching, research and public service missions; and
- Responsibility for collaborating with other System universities to achieve System objectives.

Key Points from UMaine Campus Strategic Plan:

The UMaine Strategic Plan represents a campus-wide vision for understanding goals and challenges and provides a structured approach to accomplishing key actions and to measuring progress. The seven goals are based upon UMaine's unique position of leadership among the State's academic institutions and its position as one of our nation's land-grant universities. They state that UMaine will

- Provide a first-class undergraduate educational experience emphasizing a liberal education and the development of professionals in a vibrant campus community;
- Expand UMaine's research capacity to ensure the State's full participation in and benefit from a knowledge- and technology-based global economy, while maintaining and enhancing our natural resources, culture and quality of life;

- Strengthen graduate education as a vital component of the UMaine's land-grant mission, fundamental to research, outreach and invigorating undergraduate education;
- Strengthen the public service mission of UMaine by anticipating and supporting the needs of Maine citizens, local and state governments, businesses and non-profit organizations;
- Focus and expand international and multicultural programs throughout UMaine;
- Develop the financial resource base necessary to support UMaine and align budget priorities with strategic actions; and
- Make UMaine's infrastructure and its research, teaching and library facilities among the finest found at New England public universities.

PRESIDENT'S PRIORITIES

The University of Maine's next President will have responsibility for addressing the following critical leadership issues:

- ***Implementing a strategic planning process:***
The President will guide the campus in a System-wide strategic plan implementation, the result of which should be execution of the seven long- and short-term strategic priorities for the institution outlined above. The President will have responsibility for clarifying the Orono campus' role in this plan and for communicating these goals to the campus community. The process will include a candid assessment of the institution's strengths and weaknesses.
- ***Generating and managing University resources:***
The next President will arrive in the wake of the most successful year of private giving in the institution's history. Simultaneously, as is the case at public institutions across the country, the University is facing significant public funding shortfalls and rising costs. The next President will be responsible for managing complex public institution with limited resources effectively and efficiently, and generating support from donors, grant agencies, legislators, corporate partners, and trustees.
- ***Increasing the national visibility and profile of the University:***
The UMaine story and the benefits of a UMaine education need to be told more effectively, and it will be the responsibility of the next President to communicate its excellence to a wider audience, including potential donors, prospective students and faculty, and opinion polls and rating agencies, which currently play a significant role in the perceptions of colleges and universities. The next President must be an enthusiastic spokesperson and champion of UMaine, personifying its values, and enhancing its reputation and standing in the local community, state, nation and around the world.

- ***Maintaining a strong partnership with the University System and the State of Maine:***

UMaine's leadership must maintain an awareness of its central and critical position in the University of Maine System, the State and the region. It must use its considerable strength for advancing its goals while communicating a consideration and respect for the community and its interests. This challenge, well met, will allow the University, the University System and the community to continue their development and to realize their enormous potential.

- ***Measurably improving diversity on campus:***

The future vitality and success of UMaine will depend on its ability to recruit and retain a diverse student body and faculty in our increasingly heterogeneous world and its global economy. The President should have demonstrated a successful commitment to improving diversity of many kinds including intellectual, cultural, gender, ethnic, racial, social, and geographic. The President must understand and communicate a clear and strong commitment to diversity and must work to institutionalize diversity enhancement programs with the support of the System, the Board of Visitors, and leaders from among the faculty, staff, students, and alumni.

PROFESSIONAL QUALIFICATIONS

A doctorate or terminal professional degree is preferable. Candidates must have strong academic credentials to validate their understanding of academic values. These credentials should include a commendable record of research, scholarly activity, and teaching that would qualify them for tenure in an academic unit. In addition, the next President of the University of Maine should:

- have a distinguished record of accomplishment and demonstrated leadership skills, preferably at a senior management level in a research university or comparable institution in business or government, and an appreciation of the values and objectives of a public research university dedicated to quality teaching and scholarship;
- have a proven ability to work successfully with the internal and external constituencies of a large, complex system such as The University of Maine;
- be committed to undergraduate, graduate, and professional education,
- adhere to faculty academic governance and commit to a collegial model of governance with faculty;
- have a proven track record for attracting, recruiting, retaining, and developing excellent senior administrators;
- demonstrate respect for and appreciation of the rigors and demands of faculty and staff roles;
- understand and appreciate the roles of unions with a clear understanding of and appreciation for the operative collective bargaining agreements and the role of a unions in the university environment;

- be able to work collaboratively with colleagues as part of a President's Council that maintains a System-wide perspective to meet the needs of the State of Maine in higher education;
- be a committed fund-raiser with the interpersonal and communication skills to interact with the philanthropic community and to solicit and steward private support from alumni, parents, trustees, friends, foundations, corporations, and the public sector;
- serve as a spokesperson for higher education, nationally and internationally particularly on behalf of the State of Maine;
- communicate effectively with the Board of Trustees and implement the Board's policies within the context of the University's tradition of shared governance;
- oversee the University's Division I, intercollegiate athletic programs, and
- maintain visibility on campus.

PERSONAL CHARACTERISTICS

Additionally, the successful candidate will have the following personal qualifications and characteristics:

- Integrity of the highest order;
- Ability to exemplify excellence and inspire the same in others;
- Capacity to formulate, communicate, and build consensus for a clear academic and organizational vision for the University;
- Openness with information and transparency in decision-making, especially as it impacts the strategic direction of the University;
- Sensitivity to issues of diversity and equity;
- Excellent interpersonal skills, including a sense of humor;
- Openness to challenge and critique;
- A strong, decisive, visionary leader;
- Outstanding communication skills in addressing, listening, and responding to many different audiences both within and outside the University community;
- Confidence in relating to representatives of business and industry, as well as other influential constituents;
- Willingness and ability to make timely and difficult decisions;
- Ability to delegate authority, motivate for success, and trust in the ability and professionalism of others;
- Enthusiasm for promoting the University's rich traditions and vision; and
- Accessibility to students, faculty, staff, and alumni, working comfortably and willingly in both formal and informal settings.

COMPENSATION

To be determined.

DEADLINE

The review of credentials begins immediately and will continue until early February, 2005

CONTACTS

Nominations and applications should be sent, in confidence and *preferably electronically*, to:

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The University of Maine is an equal opportunity employer.
For more information about the University, please visit its Web site: www.umaine.edu



Confidentiality Statement

Consistent with the open meeting and freedom of information laws of the State of Maine, candidates' interest in the presidency of the University of Maine will be held in confidence until such time as finalist candidates are identified.