June 10, 2014

To: James H. Page

From: Susan J. Hunter

Subject: New Program Proposal - UMF

The University of Maine at Farmington is requesting the creation of a B.A. in Outdoor Recreation Business Administration. This program would replace the current Interdisciplinary Studies concentration in the same area, which has been highly successful since its inception in fall of 2010. The proposal has been reviewed by two external reviewers, both of which were positive. I recommend approval of this program.
June 2, 2014

Memorandum

TO: Susan Hunter
   Vice Chancellor for Academic Affairs
   UMS

FROM: Daniel P. Gunn
   Interim Provost and VPAA
   UMF

RE: External Review of Outdoor Recreation Business Administration Program

I have discussed the external reviews of our proposal for a B. A. in Outdoor Recreation Business Administration (ORBA) with the program faculty, and I am writing now to summarize our response.

We are gratified that the two reports provide strongly positive endorsements of our proposal. One report characterizes ORBA as “a pioneering program,” offers “full support to the program developers’ vision of providing a solid general education and a practical, rigorous, and specialized education in outdoor recreation,” and concludes that “program objectives are clear, program need is justified, program content is rigorous and relevant, program resources are sufficient.” The other report concludes that “the ORBA program at UMF is well thought out and offers a quality, well-rounded curriculum to its students.” “Clearly,” the reviewer goes on, “the students who complete the ORBA program enter the workforce armed with the tools they need to not only be successful leaders in the outdoor recreation field but they will have the transferable skills needed to be successful in any industry.” Both reviewers emphasize the value of programs like ORBA in meeting industry needs in Maine and New England and commend the consultative process that led to the development of the major.

We also appreciate the suggestions the reviewers have made and will take them into account as we move forward with the program. We would certainly like to have a full-time faculty member in recreation, as one reviewer recommends, and we will seek opportunities to make this investment in the future, as the program grows. In the meantime, we are grateful to have a staff of highly qualified adjunct professors, who offer us specific expertise in multiple areas and who provide us with the flexibility to meet students’ evolving needs. We will also continue to explore the possibility of offering certifications. In the past, our industry and community partners have preferred to offer the certifications themselves, and we want to preserve our cooperative and collaborative relationships with them. Finally, we have already begun to develop a focused, detailed academic assessment program, and we appreciate the helpful suggestions one reviewer makes in this regard.
Thank you for the opportunity to respond to these external reviews. Given the strong support that the reviewers have provided, we hope the program proposal can now move forward to the Board of Trustees.

Please let me know if you have questions or need additional information.

cc:

Kathryn Foster
Sheena Bunnell
S. Waleck Dalpoup
Frank Engert
Clyde Mitchell
Proposal for Bachelor of Arts in Outdoor Recreation Business Administration

University of Maine at Farmington
Proposal for Bachelor of Arts in Outdoor Recreation Business Administration

I. Program Information
Title: Outdoor Recreation Business Administration (ORBA)
Location: UMF
CIP Code: 52.9999

Person Responsible: Dr. Clyde Mitchell, Department of Business Economics
Address: Division of Social Science, Business, and Global Studies, University of Maine at Farmington, 270 Main Street, Farmington, ME 04938
Tel: 207 7787417

II. Program Objectives

A: Program Rationale

This program would replace the current Interdisciplinary Studies concentration in the same area, which has been highly successful since its inception in fall, 2010. This proposal is motivated by the demonstrated viability of the program, the pressing need to enhance the branding of the program, and a desire to better support Maine’s outdoor recreation sector.

ORBA was initially offered as an interdisciplinary studies degree to establish that it was viable; it is now beginning its fourth year and we believe this viability has been demonstrated, with an average of fifty students in the program for the last three semesters. Other programs at UMF have evolved this way, including business-economics, political science, and international and global studies, all of which have proven to be sustainable and successful.

As noted above, the proposal is also motivated by the pressing need to enhance the perceived credibility and sustainability of the program. In the increasingly competitive college admission environment, this is essential for the clear branding of the program within Maine and out-of-state. A survey\(^1\) conducted in 2012, interviews of ORBA students, and informal discussions with parents have all indicated that there is significant confusion as to what an interdisciplinary studies degree means. Thus it is suggested that a Bachelor of Arts degree in Outdoor Recreation Business Administration rather than in Interdisciplinary Studies would be more meaningful not only to students, but to their parents and potential employers, in Maine, out of state, and internationally. This is an important consideration, since it is expected that many ORBA students will seek

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\(^1\) A 2012 survey, which included 71% of ORBA students, found that 92% of these students would prefer or strongly prefer to have a stand-alone degree; in addition, 73% believed their parents would prefer a stand-alone degree.
employment in other states and possibly even internationally, as was often the case with students in our previous ski industry certificate program, who work throughout the U.S. and in other countries.

The ORBA program has been widely accepted and supported by employers in Maine’s outdoor recreation sector. Demand for student interns has exceeded the ability of the program to supply them. Undoubtedly, the ORBA program will play a key role in training future employees and business leaders for this sector. As we move forward, it is critically important that we nurture our relationships with the industry and demonstrate our desire to support it. Enhancing the sustainability and branding of the program with a stand-alone degree will strengthen this partnership by demonstrating a significant long-term commitment to the program and its graduates. In addition, a stand-alone degree is likely to be perceived as more professional, which also benefits the industry. As Maine’s tourism sector evolves, the professionalism of tourism providers (both real and perceived) will become increasingly important.

When UMF’s winter-only ski industries concentration was phased out during the 2009-10 academic year, President Kalikow began discussions with recreation industry leaders in our area to determine how UMF might best be responsive to their needs. Planning for the current concentration and the proposed degree program was driven in large part by these industry leaders, who requested a substantial, professional, practical program, with a four-season focus and an internship component, to produce flexible and well-prepared graduates who might fill entry-level, junior management and administration positions in the recreation industry in western Maine.

The University also felt that “the creation of outdoor recreation opportunities through extracurricular and curricular avenues within the university could have a significant impact upon the university’s ability to recruit students” and that “snow sports and outdoor recreation attract students to schools north of Boston.” Consequently, UMF decided to develop an outdoor recreation initiative. Most of the planning for this program was done in 2009-2010; the process was broadly inclusive. The initial planning was undertaken by a committee consisting of staff and faculty internal to UMF. This committee included: Celeste Branham (Vice President for Student and Community Services), James Toner (Director of the Fitness and Recreation Center), Julie Davis (Director of Athletics), Clyde Mitchell (Professor of Business Economics), Leigh Breidenbach (former Director of the Ski Industries certificate program), Tom Donaghue (Marketing), Maya Kasper (Center for Student Involvement), and Brian Schmedding (a recent graduate).

The further development of the program in 2010 was guided by a larger steering committee including UMF faculty and staff, industry leaders, and community members. This committee included all of the persons listed above and the following: Theodora Kalikow (President), Allen Berger (Provost), Sheena Bunell (Professor of Business Economics), Matthew McCourt (Associate Professor of Geography), Frank Engert

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2 Report of the task force created by President Kalikow to consider the development of a four-season approach to outdoor recreation at UMF.
(Professor of Business), Bruce Hazard (Maine Woods Discovery, Maine Heritage Trust), Warren Cook (Former CEO of Saddleback), John Christie (Maine State Dept. of Labor), Dana Bullen (CEO of Sunday River), Scott Hoisington (former golf resort manager for Sugarloaf), Alison Hagerstrom and Betty Gense (Greater Franklin Development) and Andy Shepard (Maine Winter Sports). This committee met regularly for a period of months and offered specific direction about the skill sets needed by potential employees in the industry, and members were instrumental in the development of the curriculum in a collaborative process with the Business Economics faculty. This resulted in a program with a core of business administration programming but included courses in geography and recreation. Furthermore students in this program would be encouraged to select electives from related areas that could strengthen their knowledge and skills for a career in this field.

All of the Business Economics faculty are involved in the curriculum for the current interdisciplinary concentration, as was Leigh Breidenbach (former Ski Industries Program Director), who coordinated internship placements and training for the program. Regular internship placements have been developed with Sugarloaf, Saddleback, Sunday River, and other industry partners. Ms. Breidenbach has since moved on to follow career opportunities in the retail industry, and Ms. Denise Boothby, the program coordinator of the Community Health Program at UMF, has taken over her role as the liaison for the recreational programming. The internships are now administered through the Partnership for Civic Advancement, which is led by Celeste Branham, and is administered by Lorraine Pratt. This unit coordinates and facilitates a large number of internships at UMF. The current process of developing a B.A. proposal has been led by Profs. Mitchell, Engert, and Bunnell, with support from the Division of Social Science, Business, and Global Studies, the Curriculum and Academic Policy Committee, Interim Provost Daniel Gunn, and President Kathryn Foster.

The current interdisciplinary degree focuses on business administration in the outdoor recreation sector. Industry leaders in the recreation and tourism sector (a major part of the economy in Western Maine) have indicated the need for a program that focuses on the development of business knowledge and leadership skills appropriate to careers in the outdoor recreation industry for both entry level and management positions. This program addresses those needs. This program is distinctive in New England and across the US, and qualifies for the New England Board of Higher Education’s Tuition Break program. While numerous recreation management programs exist throughout the US, the majority of those programs focus on (natural) resource management. There are relatively few focusing on business administration for organizations operating in the outdoor recreation sector. Thus this program differs from the typical resource management programs that are offered throughout the country, as well as programs that existed in the University of Maine System at the time this program was initiated. Our initial investigations in 2009-2010 also found that there were no similar programs in Maine or New England (see section III.C). There are business programs throughout the country with a concentration in recreation and/or tourism; however, this program would be significantly different, since the focus on the outdoor recreation sector would permeate the entire program,
rather than just offering a few courses within a concentration. A final distinguishing feature of the program was our focus on sustainability throughout the curriculum.

The proposed program would also take advantage of existing recreational programming at UMF and would nurture community partnerships. The Fitness and Recreation Center’s Outdoor Recreation Programs (Mainely Outdoors) and the on-campus outdoor recreation clubs, which have been consolidated into the UMF Ski and Outing Club, currently present a range of outdoor recreation activities that support students’ interests and build additional skills. UMF has also created an Outdoor Recreation Collaborative Steering Committee that is responsible for outreach efforts to build community partnerships and wide-ranging outdoor recreational opportunities for UMF; training and instructional programs; advising students who seek to obtain a major, concentrations, certifications; and potentially continuing education in related outdoor recreation and eco-tourism fields. These partnerships would be invaluable in providing opportunities for internships and work opportunities that would be a core component of the program.

As of 2013, the ORBA program has a new steering committee of industry leaders, who are there to guide the further development of the curriculum and content for the degree program, as well as to aid in recruitment of students and forge relationships with industry partners for both internship and career opportunities for ORBA graduates. This committee consists of Dana Bulle (chair and CEO of Sunday River), Russell Walters (Director of North Country Rivers Maine), Nancy Marshall (CEO of Nancy Marshall Communications), and Gretchen Ostherr (Manager of the Outdoor Discovery School at LL Bean). With the advice and guidance of these key industry leaders, it is anticipated that the ORBA program will continue to thrive and produce graduates with the skill sets needed for the outdoor recreation industry in Maine.

B: Program Goals

About
The Outdoor Recreation Business Administration Program is housed in the Department of Business Economics in the Division of Social Science, Business and Global Studies. This program develops skills and a knowledge base that will allow students to pursue careers in the Outdoor Recreation and Tourism sector in Western Maine or elsewhere. The focus of the program is to develop specific competencies and business skills that will facilitate career progression in the existing snow sports, golfing, river industry, hiking and camping resorts, service and retail businesses that provide the economic core of the tourism and recreation industry in Western Maine and many other regions nationally.

Mission
To enable students to pursue their passion for the outdoors and their aspirations for meaningful careers related to the outdoor recreation and tourism industry. We aim to install in our students a commitment to excellence and an orientation to community service, and to provide them with the skills and knowledge that will enable them to play a
leadership role in the industry and contribute to the development of outdoor recreation opportunities in Maine.

**Learning Goals**
Students will be able to

- Demonstrate an understanding of business practices appropriate to managing and developing an organization operating in the outdoor recreation sector.
- Demonstrate an understanding of business and economics principles and practices appropriate to achieving a competitive advantage in the outdoor recreation sector.
- Demonstrate an understanding of the opportunities and challenges facing the outdoor recreation sector, with particular emphasis on Western Maine.
- Articulate their ideas in an effective manner, by speaking and writing coherently.
- Understand and analyze a broad range of issues by engaging analytical inquiry, informational literacy, ethical reasoning, problem solving skills and a broad multidisciplinary knowledge base.
- Understand the principles related to the development of human capital and effective leadership from an organizational and personal perspective.
- Develop an appreciation of the value of life-long learning.

**C: Expected Outcomes**

**Student Outcomes**

- Students will be able to present (orally or in writing) analyses and discussions that demonstrate the appropriate use of analytical inquiry, informational literacy, ethical reasoning, problem solving skills and a broad multidisciplinary knowledge base in solving problems, analyzing cases and discussing issues related to outdoor recreation businesses.
- Students will demonstrate an understanding of business practices, goal setting, leadership, cultural sensitivity and interpersonal relations through their performance in professional situations.
- Through papers, projects, exams, and discussions students will demonstrate:
  - An awareness of strategies facilitating the development of a competitive advantage, for organizations in the outdoor recreation sector.
  - An awareness of the opportunities and challenges facing the outdoor recreation sector, with particular emphasis on Western Maine, including how geography, people and the environment impact, and are impacted by, the development of a region.
  - Their understanding of human capital development principles and the development of leadership and interpersonal skills;
  - Their ability to apply relevant business practices
- Students will be able to communicate effectively. Oral and written communications will be coherent, articulate and will follow an appropriate professional style.
- Students will show a commitment to lifelong learning
III. Evidence of Program Need

A: Social and Economic Need

The Maine Department of Tourism 2008 strategic five-year plan states, “the focus of this five year plan is on improving our state’s competitive infrastructure; to put Maine in a position not only to compete effectively, but to ‘set the bar’ on tourism marketing and delivery.” Clearly, having skilled employees within the industry to deliver on this objective is essential. While there are many academic programs within Maine that support this overall goal, the ORBA major will be unique in serving the needs specifically of the outdoor recreation industry, by providing skilled employees for entry level, junior management and administration positions.

Studies including the National Survey on Recreation and The Environment (2008), the Outdoor Industry Foundation (2006), and the National Survey on Fishing, Hunting and Wildlife Recreation (US Fish and Wildlife Service 2006, 2011), have reported significant increases in participation by people of all age groups in outdoor recreation since the 80’s, 90’s and 2000’s. This has resulted in a need for more skilled personnel. The increase in participation has also led to more conflicts and litigation, with more pressure placed on limited resources, and to demand for the sustainable use of outdoor resources. These factors have led employers to seek knowledgeable and skilled personnel prepared to address an increasingly complex recreation environment. The increasing focus on nature-based tourism as a means to rural economic development in Maine (which has been a project of the Maine Office of Tourism, and for which western Maine was selected as a test region) has also reinforced our commitment to the ORBA program.

Tourism as a whole provides $10.1 billion in goods and services, 140,000 jobs and $425 million in state tax revenue for Maine (Maine SCorp 2009-2014), making the largest industry in the state, and hence its promotion is a factor of key importance. Tourism as a whole provides one out of every six jobs in Maine and brings in $1 out of every $5 in State revenue, and hence its promotion is of key importance within the state. The Longwood’s 2005 visitor study showed that 21% of visitors coming to Maine were specifically seeking outdoor recreation (Longwood’s 2005), thus the tourism sector, of which outdoor recreation is a vital component, needs not only state support, but will need skilled employees to provide these services. The outdoor recreation sector itself had seen significant growth prior to 2008, experiencing a 25% increase from 1999 to 2008 nationally in average number of days spent participating in outdoor recreational activities (Cordell, Betz, Green and Mou, 2008). Activities such as kayaking have shown more than a 600% increase in participation from 1995 to 2009 (greenspacehealth 2013), with other outdoor activities such as snowboarding, canoeing, day hiking, wildlife viewing all showing significant increases in participation, all over 75% during this time period (NSRE 2009). Clearly not all these activities have direct commercial value, but they are still significant to the state for indirect revenue, and to the residents of the state. The Maine SCorp 2009-2014 report identifies a variety of outdoor activities with extremely high participation rates by Maine residents themselves, such as walking (87.6%), viewing
nature (73.1%), swimming (64.4%), picnicking (61.7%) and boating (56.9%). Indirect revenue from such activities and the tourists that it attracts should not be discounted either. For example, in 2004 restaurant and lodging sales made up more than 13% of totals sales in all of Western Maine, and over 15% in Franklin and Oxford counties.

While western Maine may lack the infrastructure and industry that southern and central Maine enjoys, it is an area rich in natural and scenic resources, including dozens of spectacular lakes, mountains that offer great hiking, some of the finest ski slopes in the northeast, and excellent whitewater rafting and kayaking. It is critical for the economic wellbeing of western Maine that the outdoor recreation and tourism industries continue to thrive and grow and is supported by skilled and knowledgeable staff. The ORBA major aims to provide those key staff.

The interdisciplinary version of the program was approved internally within UMF in the 2009-2010 academic year, with a press release announcement in October, 2009. Due to the enormous interest from students who at that time were either undeclared or enrolled in other programs, a course equivalent to the introductory ORBA course was offered in spring of 2010 and filled to capacity. This spring class and two sections of this class offered in the fall of the same year helped accommodate students who wanted to change majors, or who had come to UMF to do the Ski Industries Certificate, which had been discontinued in 2008. (These students could now take this four-season outdoor recreation program instead.) These large initial classes in 2010 were considered to be a bubble and not a sustainable intake level. However, all subsequent introductory classes (in the fall semesters 2011, 2012, and 2013) have filled to the standard 25 seat capacity (with preference being given to those students who have declared ORBA as a major).

In May, 2012, the first few ORBA graduates who had transferred or converted from other programs graduated from UMF. In 2013, another cohort of 9 transfer/converted ORBA students graduated.

Student demand for the interdisciplinary program is shown in the table below. Since the program is still relatively new, the total enrollments after a full four-year cycle is not known, but is probably likely to be in the region of about 50 students. A useful predictor of demand is also the number of new students each year in the introductory class that were either initially registered as ORBA students, or who subsequently converted their registration to ORBA, which is shown in the table below.

<table>
<thead>
<tr>
<th>Term</th>
<th>S '10</th>
<th>F '10</th>
<th>S '11</th>
<th>F '11</th>
<th>S '12</th>
<th>F '12</th>
<th>S '13</th>
<th>F '13</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-First Year</td>
<td>12</td>
<td>10</td>
<td>12</td>
<td>8</td>
<td>14</td>
<td>12</td>
<td>8</td>
<td></td>
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<tr>
<td>20-Sophomore</td>
<td>10</td>
<td>11</td>
<td>13</td>
<td>10</td>
<td>7</td>
<td>10</td>
<td>16</td>
<td></td>
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<tr>
<td>30-Junior</td>
<td>4</td>
<td>5</td>
<td>18</td>
<td>15</td>
<td>12</td>
<td>11</td>
<td>10</td>
<td></td>
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<tr>
<td>40-Senior</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>19</td>
<td>20</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Total students enrolled in program</td>
<td>28</td>
<td>28</td>
<td>48</td>
<td>43</td>
<td>52</td>
<td>53</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>Students who graduated</td>
<td></td>
<td></td>
<td>3</td>
<td>9</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Total enrollment in introductory class (all majors)</td>
<td>24</td>
<td>35</td>
<td>27</td>
<td>25</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students declared as ORBA majors</td>
<td>7</td>
<td>23</td>
<td>15</td>
<td>16</td>
<td>14</td>
<td></td>
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</tr>
</tbody>
</table>

The data above suggests that the program is sustainable with an average introductory class of about 25 students, of whom approximately 15 will be ORBA students by the end of the semester.

This level of enrollment has been achieved with no concerted marketing or enrollment strategy. The current trends would suggest an average enrollment of around 50 students in the program. However, it is envisaged that as a stand-alone major, with a stronger and more focused marketing and enrollment strategy, an enrollment goal of 60 or more could be achievable and sustainable.

At the time of the preparation of this proposal in fall, 2013, there were 48 students enrolled in the ORBA program.

**B: Potential Employers (Two-Year Programs Only)**

Not applicable. But see above.

**C: Survey of Similar Programs within the State**

Given its location in western Maine—in the heart of Maine skiing, and an hour’s drive from the Forks, Maine (the heart of whitewater rafting in the US northeast), and not more than an hour from some of the best hiking, camping spots and the beautiful lakes of Maine—UMF is ideally situated to serve not only local students, but students specifically interested in the skiing, whitewater rafting or any other of the outdoor recreation pursuits that are distinctive to western Maine. In this sense, the program is region-specific, and does not offer substantial competition to other programs in the state. Nevertheless, we have compared the UMF program carefully to other programs that might be seen as similar within the state and northern New England.

**University of Maine System**

<table>
<thead>
<tr>
<th>College</th>
<th>Degree</th>
<th>Credits</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Maine</td>
<td>BS in Parks, Recreation and Tourism</td>
<td>120</td>
<td>Includes forest management, wilderness management, tourism, recreation, environmental policy</td>
</tr>
<tr>
<td></td>
<td>BS in Economics, concentration in Recreation Business</td>
<td>120</td>
<td>Economics major, and concentration subjects which include accounting, finance, management, tourism management wilderness and outdoor</td>
</tr>
<tr>
<td>Management</td>
<td>leadership classes</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Minor in Forest Recreation Management</td>
<td>18 (for minor) Classes in Forest recreation management, tourism, visitor management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate in Tourism</td>
<td>22 Various business administration classes and classes in tourism and service management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA in Tourism and Hospitality</td>
<td>120 Extensive course work in Tourism and Hospitality, including development, management, promotion, trends and planning</td>
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<td></td>
</tr>
<tr>
<td>BS in Recreation and Leisure Studies (majoring in Therapeutic Recreation)</td>
<td>121 Extensive classes in Therapeutic recreation, and recreation and leisure studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor in Recreation Leadership</td>
<td>20-21 Various classes recreation and leisure studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate in Sustainable Tourism</td>
<td>15 Consortium certificate offered in conjunction with outside body</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor in Nature Based Tourism</td>
<td>19-20 Various classes in tourism, recreation, communication and environmental studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor in Tourism and Community Development</td>
<td>21 Various classes in tourism, development, Land use, regional development etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BS in Environmental Recreation and Tourism Management</td>
<td>120 Extensive courses in Recreation and Tourism studies, including management, programing, behavior and supervision. Additional courses in concentrations in recreation and natural resources, leisure programming, and sports and fitness management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate’s degree in Recreation Management</td>
<td>64 General and business courses, and recreation courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Administration with a concentration in Recreation</td>
<td>120 General and Business Courses, with a concentration in Recreation that includes courses such as ropes, climbing and outdoor pursuits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor in Recreation and Leisure</td>
<td>21 Courses in recreation and leisure, leadership, programming and outdoor pursuits</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ref: CentRO, USM³, University Websites

When UMF developed the interdisciplinary ORBA program in 2009-2010, there was no program within the University of Maine System, Maine Community College System, or Maine private colleges that offered a curriculum focusing primarily on business administration in outdoor recreation. Subsequent to the introduction of ORBA, the University of Maine at Presque Isle (UMPI) introduced a concentration in their Business Administration program that included recreation. This was due to reduced staffing and student demand.⁴ Their majors in Community Recreation, Natural Resource Management, and Outdoor Recreation Leadership were discontinued, and the only recreation programming that was retained was a recreation minor and a new recreation

³ USM prepared a submission to the University of Maine System for their Bachelor of Arts in Tourism and Hospitality in 2011, and collected data not only on programs throughout Maine, but central and northern New England. Dr. Kreg Ettinger of USM was the lead author of this extensive research document.

⁴ Personal communication with Prof. Clare Exner program chair at UMPI.
concentration in their Business Administration program. Although there are now similarities between ORBA and this latter program, the ORBA program requires a significant “People and Place” component and is more interdisciplinary in its structure. UMF does not have a Business Administration degree, only a Business Economics degree, which looks substantially different from the traditional Business Administration degrees as offered by UMPI. Finally, within the recreation concentration, UMPI offers courses such as ropes and climbing, whereas UMF offers inland fishing, river industries, and ski industries, which are more relevant to outdoor recreation in western Maine. It is not anticipated that the two programs would represent significant competition for each other, as the UMF program will be attracting primarily local students from western or southern Maine interested in outdoor recreation as well as those students specifically interested in skiing from within and out of state. It is anticipated that the UMPI program will be attracting students from northern and eastern Maine looking for a business degree combined with recreation.

Students interested in a career specifically in outdoor recreation that is not business/management oriented would likely choose the program at University of Maine at Machias (UMM). UMM has a Business degree with a Sports and Fitness management concentration, which is clearly different from the outdoor recreation focus of UMF. They also have an Environmental Recreation and Tourism Management Degree, with a concentration in Sports and Fitness Management and then another concentration in Recreation and Natural Resources, both of which are distinctly different from the ORBA program.

The degree programs offered at the University of Maine differ significantly from ORBA. One is based on an economics degree (as opposed to business administration), and the other is a broad degree in Recreation and Tourism, which as noted above includes forest and wilderness management, and which does not have a focus on business administration or outdoor recreation.

With respect to the University of Southern Maine, the BS in Recreation and Leisure studies focuses on general recreation, leisure and therapeutic recreation studies (as opposed to ORBA’s outdoor recreation) and does not cover broad business topics. The new BA in Tourism and Hospitality extensively covers tourism and general recreation (not specifically outdoor recreation), and it not primarily a business administration degree and hence differs from ORBA.

**MCCS**

In the Maine Community College System there is a variety of two-year associate’s degrees in culinary arts, food services and restaurant management, as noted in the table below. These are not full bachelor’s degrees, nor are they business administration degrees.

<table>
<thead>
<tr>
<th>College</th>
<th>Degree</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Maine Community College</td>
<td>Culinary Arts Certificate</td>
<td>34</td>
</tr>
<tr>
<td>Eastern Maine Community College</td>
<td>Associates in Culinary Arts</td>
<td>62</td>
</tr>
<tr>
<td></td>
<td>Associates in Food Services Management</td>
<td>63-65</td>
</tr>
<tr>
<td></td>
<td>Food service Specialist Certificate</td>
<td>30</td>
</tr>
<tr>
<td>College</td>
<td>Degree</td>
<td>Credits</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Southern Maine Community College</td>
<td>Associates in Culinary Arts</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>Associates in lodging and Restaurant management</td>
<td>70</td>
</tr>
<tr>
<td>Washington County Community College</td>
<td>Associates in Adventure Recreation &amp; Tourism</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>(note: UMF is presently working on a transfer agreement with WCCC for these students to transfer into the ORBA program)</td>
<td></td>
</tr>
<tr>
<td>York County Community College</td>
<td>Culinary and Baking Certificate</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>Associates in Culinary Arts</td>
<td>64</td>
</tr>
</tbody>
</table>

Ref CenTRO, USM, College Websites

Private colleges operating in Maine have degrees in business administration that focus on tourism and hospitality management, as noted in the table below.

<table>
<thead>
<tr>
<th>College</th>
<th>Degree</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas College</td>
<td>BS in Hospitality Management (this can be extended to an MBA)</td>
<td>120 / 150</td>
</tr>
<tr>
<td>Unity College</td>
<td>BS in Parks, Recreation and Eco-tourism</td>
<td>120</td>
</tr>
<tr>
<td>Husson University</td>
<td>BS in Business Administration – Hospitality and Tourism Management (this can be extended to an MBA)</td>
<td>126 / 150</td>
</tr>
<tr>
<td></td>
<td>BS in Business Administration – Hospitality and Tourism Management (culinary arts track, as transferred from EMCC)</td>
<td>63+63</td>
</tr>
<tr>
<td></td>
<td>Minor in Hospitality Management</td>
<td>18</td>
</tr>
<tr>
<td>Kaplan University</td>
<td>Associate in Travel and Hospitality Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Certificate in Travel and Hospitality Management</td>
<td></td>
</tr>
</tbody>
</table>

Ref CenTRO, USM, University and College Websites

Of the full degree programs offered by private universities within Maine, only Husson College has a related degree that is a business administration degree. Where the Husson degree is broadly focused on hospitality and tourism management, ORBA is specifically focused on outdoor recreation and related industries. As a public institution, UMF has only a relatively small crossover target market with the private colleges.

There are obviously a variety of online degrees that can be taken by students living within Maine, offered by institutions based outside of Maine. These include the major providers such as DeVry, University of Phoenix, Robert Morris and American Public University. Degrees available include,

- Hospitality Management
- Hotel and Restaurant Management
- Hospitality and Tourism
- Hospitality and Restaurant
- Culinary Arts/ Food Services

We could not find an online program in Business Administration and Outdoor Recreation. We also reviewed programs offered in New Hampshire, Vermont, Rhode Island and Massachusetts, and found degrees offered in:

- Hospitality Management / Administration / Business
- Hotel and Restaurant Management
- Hospitality and Tourism / Travel
- Hospitality and Restaurant Management
• Culinary Arts/ Food Services
• Hotel (and Lodging) Administration
• Travel and Tourism
• Tourism Planning
• Sports and Event Management
• Parks and Recreation

Again there was no evidence of any program with a business administration base and outdoor recreation focus.

Thus UMF is confident that the ORBA program is not a replication of anything offered within the system, and does not have direct competition from other institutions within Maine, nor does it have direct competition within central and northern New England. However it is acknowledged that students could substitute other degrees for ORBA and still gain entry into the industries ORBA strives to serve.

IV. Program Content

A. Required Courses

The proposed requirements for the ORBA degree are as follows:

<table>
<thead>
<tr>
<th>Required BUS/ECO Courses</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 130 – Introduction to Recreation and Tourism</td>
<td>4</td>
</tr>
<tr>
<td>BUS 225 – Retailing Operations</td>
<td>4</td>
</tr>
<tr>
<td>BUS 240 – Financial Management for Recreation and Tourism</td>
<td>4</td>
</tr>
<tr>
<td>BUS 210 – Principles of Management</td>
<td>4</td>
</tr>
<tr>
<td>BUS 220 – Principles of Marketing</td>
<td>4</td>
</tr>
<tr>
<td>BUS 315 – Human Resource Development</td>
<td>4</td>
</tr>
<tr>
<td>BUS 320 – Consumer Behavior</td>
<td>4</td>
</tr>
<tr>
<td>BUS 360 – Entrepreneurship</td>
<td>4</td>
</tr>
<tr>
<td>BUS 480 – Service Operations Management</td>
<td>4</td>
</tr>
<tr>
<td>ECO 228 – Environmental and Resource Economics</td>
<td>4</td>
</tr>
</tbody>
</table>

And either

| ECO 101S – Principles of Macro-Economics (4) or |
| ECO 102S – Principles of Micro-Economics (4) |

Recreation Courses

Eight credits from the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>REC 102 – Snow Sports Industry (2)</td>
<td></td>
</tr>
<tr>
<td>REC 103 – River Industry (2)</td>
<td></td>
</tr>
<tr>
<td>REC 104 – Camping and Hiking (2)</td>
<td></td>
</tr>
<tr>
<td>REC 105 – Golf (2)</td>
<td></td>
</tr>
<tr>
<td>REC 106 – Inland Fisheries (2)</td>
<td></td>
</tr>
<tr>
<td>REC 107 – Adventure Education (2)</td>
<td></td>
</tr>
<tr>
<td>REC 177 – Topics in Outdoor Recreation (2)</td>
<td></td>
</tr>
</tbody>
</table>

People and Place

Two of the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEO 219S Geography of Maine (4)</td>
<td></td>
</tr>
<tr>
<td>GEO 320S Economic Geography (4)</td>
<td></td>
</tr>
<tr>
<td>GEO 331S Nature and Society (4)</td>
<td></td>
</tr>
</tbody>
</table>
The ORBA program has been designed taking into consideration the expressed needs of the industry. The program incorporates the skill sets that the industry leaders believe are essential to employees with the potential of reaching lower and mid-level management within a few years of working within their organizations. Although such employees need a passion (and skills and knowledge) for the specific industry and outdoor recreation activity, they primarily need management and organizational skills, including skills for each of the major business functions, including but not limited to general management, marketing, finance and accounting, operations, retail and human resources. Thus the base of the program is a business administration degree. Both the industry leaders and literature (Crossley, Jamieson and Brayley, 2011) indicate that employees in outdoor recreation should also have a knowledge of people and place, and that this was expected by the clientele in their interactions with the staff at resorts and operators. This need has been met through selected geography, history, and anthropology courses.

Another key component of the program is a required internship. This gives students the opportunity to apply knowledge and skills acquired in the classroom setting to real world situations, as well as to acquire practical experience and build networks within the industry. It is expected that students will choose an internship in the particular aspect of the industry they would prefer to work in after graduation (skiing, rafting, etc.). To date students have completed internships with the following operators amongst others:

- Sugarloaf USA
- Sunday River
- Saddleback
- Titcomb
- Windfall (whitewater rafting)
- New England Outdoor Center (whitewater rafting)

^5 The internship must be a minimum of 6 credit hours and usually one placement; however students can and have chosen to do several internships at multiple placements for up to 16 credit hours.

^6 See Section II for a description of the taskforce that guided the development of the program
• Kennebunk Department of Parks and Recreation
• Belgrade Lakes Golf Resort
• Todeskco Country Club (Golf)
• Skydive New England
• YMCA (New York)
• Ipswich Country Club (tennis)
• Farmington Chamber of Commerce (tourism liaison)
• Northern Lights (outdoor recreation retail and rental)

Students have also completed internships as ski retail, snowmobiling retail and rental shops as well as numerous forms of camps. Students can also have more than one internship experience if desired to increase their exposure to different industries.\(^7\)

**B: New Courses**
There will be no new courses offered for this program. The program will utilize existing required and elective courses offered through Business Economics, Geography, Anthropology, History and Recreation. The recreation course electives are shared with the Community Health program and their concentration in outdoor recreation.

**C: Research Activity**
The program has no required research component. This program attempts to introduce the student to a range of skills and knowledge that will be useful to a career in the management of outdoor recreation businesses. This does not prevent any student who has research interests from working with faculty and undertaking such research as an independent study. UMF is very supportive of such work.

**D: Internship Requirement**
As noted above, ORBA students will be required to do complete a six-credit hour internship. This provides the students with an opportunity to apply classroom knowledge and skills to the real world, developing invaluable experience as well as establishing a network of contacts for their future careers. This initial experience provides a significant advantage to both students seeking careers in the industry as well as to employers (whose initial training costs are reduced). It is anticipated that internships will regularly lead to initial job offers for graduating students.

As a legacy from the former Ski Industries certificate program, now expanded through ORBA to a four season outdoor recreation program, UMF still enjoys strong relationships with the major ski resorts in Western Maine including Sugarloaf, Saddleback and Sunday River. Many students are attracted to UMF due to the proximity of the campus to these resorts, and a significant proportion of students in the interdisciplinary ORBA program,

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\(^7\) One of the first transfer students to the interdisciplinary version of this program did in fact do two internships for degree purposes as well as a third, non-credit bearing internship for work experience.
are avid skiers or snowboarders.\textsuperscript{8} It is expected that a large proportion of ORBA students will choose internships and aspire to work in this industry upon graduation.

\textbf{E. Impact of the Program on Existing Programs on Campus}

The proposed degree program is intended to replace the existing interdisciplinary program, and it is anticipated all currently enrolled students will transfer to the new program. However the new program is essentially identical to the existing interdisciplinary program,\textsuperscript{9} so students currently enrolled in the interdisciplinary program will be able to complete the interdisciplinary degree if they prefer. Beyond this, the proposed degree program is not expected to have any additional impact on existing programs on campus.

The change from an interdisciplinary program to a stand-alone degree is expected to strengthen the marketing potential and credibility of the program (at least in terms of parents of potential students, and perhaps employers). However due to the overall state of both the national as well as the Maine economy, we do not foresee any significant short-term increase in enrolments until the economy and discretionary spending improve.

As the economy has been struggling over the last several years, enrollments at community colleges have been rising due to the lower costs of tuition at those colleges, so UMF is presently completing articulation agreements with regional community colleges.

The former Ski Industries program and the current interdisciplinary ORBA program have consistently attracted a fair number of out of state students due to the unique nature of the programs. This trend is expected to continue.

\textsuperscript{8} An informal survey conducted in the 2012 BUS130 introductory class revealed a combined experience of over 200 years in skiing and snowboarding amongst 25 students.

\textsuperscript{9} The only changes are to allow students History and Anthropology courses to meet their requirements for the "People and Place" component.
V. Program Resources

A. Personnel

1. Faculty

Please refer to Appendix 1 for Curriculum Vitae of faculty who will be playing a leading role in the program.

Key faculty and staff in this program include

Dr. Sheena Bunnell, Professor of Economics
Dr. Frank Engert, Professor of Business
Dr. Clyde Mitchell, Professor of Business
Dr. Matthew McCourt, Associate Professor of Geography
Dr. Brad Deardon, Associate Professor of Geography
Dr. Cathleen McAnneny, Professor of Geography

Note: There are 6.167 FTE Business Economics faculty available to deliver the program curriculum: Profs. Waleck Dalpour, Frank Engert, Sheena Bunnell, Thomas Maroney, Wendy Harper, Clyde Mitchell and John Messier. One professional staff person at the Partnership for Civic Advancement (Lorraine Pratt) supports the program by supervising ORBA internships (including training students in advance of their placements). There are also three FTE faculty in Geography who provide supporting courses, namely Profs. Cathleen McAnneny, Brad Dearden, and Matthew McCourt. In addition, the Provost has authorized .5 FTE part-time faculty each semester to offer REC electives in support of the program. The latter has been used by the Community Health Program to hire highly qualified external adjuncts to provide instruction for the recreation courses.

2. Effects on Staffing in Existing Programs
The change from an interdisciplinary major to a full major will have no effect on faculty assignments.

B. Current Library Acquisitions Available for New Program
This change from an interdisciplinary major to a full major entails no change in the needed library or media resources. In 2010, when the interdisciplinary program was introduced, the UMF library was kind enough to reallocate a significant proportion of new book money to enable library to acquire resources for the program.

The current library funding system will function adequately for the new program, as will current access to multimedia and other equipment.
C. New Equipment Necessary

The financial costs of operating an ORBA major will be no different than the interdisciplinary major. It will entail no new demands for resources and equipment. The program does not require any special equipment. However, between the UMF Fitness and Recreation Center and the Ski and Outing Club, equipment can be accessed for use in the associated recreation classes.

D. Additional Space Requirements

There will be no additional space requirements. No special facilities are required for the program. However, UMF does have a great Fitness and Recreation Center that supports activities in the associated recreation classes.

E. Extent of Cooperation with Other Programs, Both on the Initiating Campus and Other Campuses

The ORBA Major is an interdisciplinary major that involves numerous faculty members and several fields of study. It is by nature a cooperative venture. Cooperation with other campuses may involve guest speakers and communication with other Outdoor Recreation, Hospitality and Tourism programs in the system\textsuperscript{10}. However this is not necessary for the functioning of the program, as it is, and it will continue to be completely self-sufficient. At present the ORBA program is housed in the Business Economics Department, but has required courses in Recreation and Geography, Social Science, Geography and other Social Science departments fall in the same division as Business Economics, report to the same chair, and fall under the same budget structure. The recreation classes are offered by the Community Health Department, and are run by adjuncts or through overloads with existing faculty. These courses have been very popular and have been consistently oversubscribed, easily filling with students from other majors (besides ORBA and Community Health majors). The faculty of the Community Health program has been actively involved in the ORBA program from its inception to all subsequent developments. The faculty members from Business Economics, Geography and Community Health Departments are in continuous communication about course cycling and staffing, as well as any potential future developments of the program.

Another area requiring internal co-operation is the internships. During the initial phases of the interdisciplinary degree these internships were supervised by a variety of faculty and staff, but were then centralized through one staff member (Ms. Leigh Breidenbach, former head of the Ski Industries program\textsuperscript{11}), who had a split appointment between Community Health and the Fitness and Recreation Center, where she ran the Mainely

\textsuperscript{10} Informal discussions about potential collaboration and cooperation have been held between faculty from ORBA and key faculty from the USM Tourism and Hospitality program.

\textsuperscript{11} Ms. Breidenbach was also the former faculty advisor for the ski and outing club (now jointly advised by Prof. Mitchell and James Toner of the FRC) which provides the students both resources and learning opportunities to participate in, plan and lead outdoor recreational activities, from climbing, whitewater rafting, ski and snowboarding, hiking, camping and other exciting outdoor recreational activities.
Outdoors program. After Ms. Breidenbach's retirement in 2013, all internships have since been coordinated through UMF's Partnership for Civic Engagement, which is run by Ms. Lorraine Pratt.

Informal discussions have been held UMF faculty and Dr. Kreg Ettenger representing the major in Tourism and Hospitality at USM, regarding potential future collaborations. (See the attached letter of support from Dr. Ettenger.) Informal discussions with Prof. Andrea Ednie of the University of Maine at Machais concluded that both campuses would be interested in collaborating if the opportunity arose in the future.

Initial contact has also been made with faculty at the University of Maine at Presque Isle, specifically Clare Exner, the chair of the division, and Carolyn Dorsey, the program coordinator, to consider potential future collaboration.

VI. Total Financial Consideration

A. Anticipated Cost and Income
Since the B.A. program will be delivered in the same fashion as the current interdisciplinary concentration, no additional resources will be required in any of the above areas, and no additional funds are requested. The current program is fully funded through UMF's E&G budget.

B. First-Year Costs
There are none that are not already built into the UMF budget

VII. Program Evaluation

UMF has a regular schedule for comprehensive program review of each major, including a self-study, a visit by an outside reviewer, and a summary report by the Provost. As a new program, the B.A. in Outdoor Recreation Business Administration will be evaluated two years following the initial approval, and every seven years thereafter. In addition, the ORBA program faculty will engage in continuing program assessment on an annual basis, as do faculty in all programs at UMF. These efforts will be documented in annual assessment reports, the results of which will undoubtedly influence the further development of the program.

VIII. References

University of Southern Maine (2011). New Program Proposal for Program in Tourism and Hospitality. Published in the University of Maine System

12 The Mainly Outdoors program is an outreach program available to both students, staff and faculty as well as community members that provides family friendly outdoor recreational programming, such as hiking, snowshoeing, cross country skiing, camping, mountain biking, whitewater rafting, kayaking and canoeing.


NSRE (2009), National Survey in Recreation and the Environment.


February 18, 2013

Kathryn A. Foster  
President  
University of Maine at Farmington  
Merrill Hall  
224 Main Street  
Farmington, ME 04938

Dear President Foster:

Greater Franklin Development Corporation is a non-profit economic development organization that works toward the creation and retention of quality employment opportunities in the greater Franklin County region, primarily through business attraction, assisting existing businesses, and encouraging entrepreneurship.

As we all know, tourism is one of the largest economic sectors in Maine contributing $7.7 billion in direct sales and economic impact, and $414 million in tax revenues. It employs, directly and indirectly, about 108,000 workers.

In Franklin County and Western Maine tourism is an integral part of the overall economy. On an annual basis, the Maine’s Lakes and Mountains Region receives an estimated 2.97 million overnight visitors and 1.78 million day visitors.

The Franklin County Region is truly a four season recreational destination, boasting ten of Maine’s fourteen highest peaks, and some of Maine’s largest lakes including Flagstaff and Rangeley lakes.

The idea of a stand-alone degree that is a Bachelor in Arts in Outdoor Recreation Business Administration focusing specifically on the needs of Western Maine is distinctive, and with the demand for UMF interns, we hope that will translate into jobs for your graduates here in Western Maine.

We enthusiastically support your efforts and are willing to help you in moving forward with this very exciting endeavor.

Best regards,

[Signature]

Alison A. Hagerstrom  
Executive Director

[Website Link: www.GreaterFranklin.com]
February 26, 2013

Kathryn A. Foster  
President  
University of Maine at Farmington  
Merrill Hall  
224 Main Street  
Farmington, ME 04938

Dear President Foster:

Just over two years ago as Resort President and General Manager of Sunday River, I had the pleasure of serving on the task force aimed at creating the Outdoor Recreation Business Administration Degree at UMF. I was very excited about the prospect of the University offering to its students a variety of classes that are specifically focused on the outdoor tourism industry of our great State. Since that time, the program has exceeded all of my expectations.

Sunday River Resort employs over 150 fulltime, year-round staff and an additional 1,300 seasonal team members. The seasonal nature of the ski industry results in a high level of turnover and the ORBA program, with its skilled entry-level graduates, is a valuable resource for our resort.

I am writing to express my full support for University to convert the ORBA degree to a full-fledged stand-alone degree. I would be happy to offer my assistance in any way possible to help in moving this conversion forward.

Sincerely,

[Signature]

Dana A. Bullen II  
Resort President and General Manager
August 5, 2013

Dr. Kathryn A. Foster
President
University of Maine at Farmington
Merrill Hall, 224 Main Street
Farmington, ME 04938

Dear President Foster:

I have reviewed the Intent to Plan for the proposed B.A. in Outdoor Recreation Business Administration and support the development of this program. This degree should fulfill a need for undergraduate training in the business aspects of outdoor recreation in western Maine, and is a nice complement to what we are now offering at USM.

As I discussed with faculty from the Department of Business Economics last fall, I believe there are many opportunities for collaboration between UMF and USM’s new Program in Tourism & Hospitality, including joint student activities and direct transfer of credits between programs. Such mechanisms would further the goals of the UMaine System to find new ways for campuses to work together and create flexible programs that meet the needs of today’s college students.

I would also like to pursue the idea of an intercampus exchange program between our two campuses involving students from either program spending one or two semesters at the other campus, taking courses and possibly completing a professional internship. Such a program would help build a sense of community between our programs, and would expose students from each campus to another part of the state and to opportunities they might not otherwise have.

In my opinion, such ideas for collaboration will be easier to pursue if UMF has a stand-alone degree in this area. I therefore applaud UMF’s development of this new degree and look forward to working together to help build Maine’s tourism, hospitality and recreation workforce.

Sincerely,

Kreg T. Ettenger, Ph.D.

Chair, Program in Tourism & Hospitality
Associate Professor of Anthropology
College of Management and Human Service
Sheena S. Bunnell, Ph.D.

Department of Social Science and Business
University of Maine
Farmington, Maine 04938
(207) 778-7440
sbunnell@maine.edu

44 Lake Road
Wilton, Maine 04294
(207) 645-0925

Education:

Ph.D., Economics, Florida State University, 1995. Concentration in applied economics and marketing.
BS., Business Administration, Jesus and Mary College, University of Delhi, India, 1985 with Honors.


Professional Experience:

Director and Business Health Economist, Maine Health Research Institute, 1998-present
Professor, Business Economics, University of Maine at Farmington, 2006-present
Associate Professor with tenure, Business Economics, University of Maine at Farmington, 1998-2006
Assistant Professor of Business Economics, University of Maine at Farmington, 1995-1998.
Graduate Teaching Assistant, Economics, Florida State University, 1988-1990.
Marketing Development Associate, Beecham Group PLC, New Delhi, India, 1984-1986.

Professional Activities:

Maine’s Medicaid Section 1115 Health Care Reform Demonstration for Individuals with HIV/AIDS Project Director: 1997-present:

- Evaluation design for Maine’s Medicaid Section 1115 Health Care Reform Demonstration for Individuals with HIV/AIDS. Term and Condition No. 47 requires Maine to submit a draft evaluation design which includes a discussion of the goals, objectives, evaluation questions and the outcome measures that will be used in evaluating the impact of the Demonstration during 2007-2010.


Bunnell, Sheena S., Office of Maine Care Services, Division of Health Care Management Strategic Development Plan presentations to the senior leadership team: January-October 2006
Bunnell, Sheena S., "The Balanced Scorecard as a Performance measurement metrics for Public Health" professional development workshop for Maine Center for Disease Control: January 2006

Bunnell, Sheena S., A Strategy Focused Strategic Plan, Maine Health and Human Services Public Health Senior Leadership: May-September 2005

Bunnell, Sheena S., The Economic Impact of a Reduction in Medicaid Expenditures in Maine, testimony to the Maine Appropriations Committee: March 2004


David E. Harris, N. Burgess Record, Jane Gilbert-Arcari, Sheena Bunell, Sandra S. Record, and Katherine Norton, Adding Nurse Care Management and Telephonic Interactions to Traditional Cardiac Rehabilitation at a Community Hospital: Participation and Lipid Outcomes. Lippincott's Case Management Journal: July 2003


Jay A. Naliboff, Sheena Bunnell and Ronald Russell, The Influence of Payor Source on the Primary Cesarean Section Rate in Maine MHRI working papers July 2002.


David E. Harris, Burgess Record, Jane Gilbert-Arcari, Sheena Bunnell, Sandra Record, Kathi Norton, and Michael DeSisto, Integrating Cardiac Rehabilitation and Nurse Care Support at a Community Hospital: Participation and Lipid Outcomes. MHRI working papers Jan 2002.


N. Burgess Record, David E. Harris, Sandra S. Record, Jane Gilbert-Arcari, Michael DeSisto and
Sheena Bunnell, Impact of Integrated Community Prevention Program on Cardiovascular and Total Mortality, American Journal of Preventative Medicine, July 2000

"The Blue Ribbon Commission on Healthcare" panelist/discussant at Franklin Memorial Hospital, Farmington, Maine, July 26, 2000

"MHRI Strategy and Future Directions" a roundtable discussion with Maine DHS Commissioner Kevin Concannon, Rick Batt, Theo Kalikow and other MHRI senior researchers at Franklin Memorial Hospital, Farmington, Maine, June 5, 2000.


"Cost Effectiveness of the provision of Anti-retroviral drugs and Medical benefits to the HIV infected in Maine," Roderick E. Prior, Sheena Bunnell, Francis Finnegan, and Peter H. Williams, presentation to the Department of Health and Human Services, Washington, D.C. July 20 and July 21 1999.


Bunnell, Sheena S., Roderick E. Prior, Peter H. Williams, and Timothy Clifford, Medicaid Waiver to Expand Eligibility for Prescription Drugs and Medical Benefits to HIV Infected in Maine, Contract Report for the Maine Department of Human Services, October 1998.


"Multidisciplinary Approach to Cardiovascular Disease from an Economist's Perspective," at Franklin Memorial Hospital, Farmington, Maine, June 12, 1997.


"Unintended Consequences of the War on Drugs," presented at Florida State University, Tallahassee, Florida, July 17, 1995.


"Ability and Disability in Different Cultures," First Annual Campus-Wide Symposium, University of Maine at Farmington, November 17, 1992.

Public Service:

Member, Governor appointed Office of Assistance Compliance Advisory Committee, Maine Department of Environment Protection, 2011-present
Member of the Board, Franklin Memorial Hospital, Farmington, Maine, 2010-present
Chairperson, Governor appointed Code of Conduct Committee, Maine Division of Administrative and Financial Services, 2008-present
Steering Committee Member, Maine Futures Institute, Maine Department of Labor 2010-present
Member, Northern New England Talent Development Network, Maine Wired Grant Application, Governor's Task Force, 2007
Member, Long Range Planning Committee, Franklin Community Health Network, 2007
Member of the Board, Wilton Free Public Library, 2001-2003.
Member of the Board, United Way, Tri County Valley area, 1997-1998.
Member of the Board, American Red Cross, Lewiston Auburn Chapter, 1995-1996.

Courses Taught:

Health Economics
Managerial Economics
Basic Econometrics
Money, Banking and Advanced Macroeconomic Theory
Operations Management
Consumer Behavior
Industrial Organization
Principles of Micro and Macro Economics
International Finance
Research Practicum – The students in my Managerial Economics class are all required to write a thesis that consists of the following sections:
1)background and introduction, 2)literature review, 3)description of the data, 4)empirical specification of the regression model, 5)methodology, 6)presentation and interpretation of empirical results, 7)policy recommendations
University Service:

Coordinator Business Economics Program 2011-12
Member, Health Search Committee, 2011
Member, Health Information Technology Planning Committee, 2009-2010
Member, Outdoor Recreation Business Administration, 2009
Member, Social Science and Business Peer Committee Member, 2006-present
Member, Leadership Institute Planning Committee, 2008
Member, Culture Committee, 2005-2007
Member, UMF Faculty Development, 2002-2006
Member, UMF Faculty Senate, 2001-2002
Member, Faculty at Large, UMF Faculty Senate, 1997-1999
Co-Chair, Academic Advising Committee, 1995 - 1996
Presidents Round Table Committee, 1994-1995
Member, Academic Excellence Committee, 1992 - 1995
Member, Woodrow Wilson Fellowship Program Committee, 1992 - 2000
Member, Library Committee, 1992 - 1997
Member, Women's Studies, 1992 - 1995
Member, UMF Faculty Forum, 1992 - 1998
Member, Geography Search Committee, 1993
Member, Religion Search Committee, 1994.
Member, Political Science Search Committee, 1995.
Member, Continuing Education and Professional Development Search, 1996.
Member, Economics Search Committee, 2001
Chair, MHRI Search Committee, 2001
Co-Chair Economics Search Committee, 2002, 2006
Member, Anthropology Search Committee, 2003
Curriculum Vitae
Frank M. Engert, Ph.D.

Division of Social Sciences, Business and Global Studies
University of Maine at Farmington,
Farmington, Maine 04938

engert@maine.edu

Education
• 1995 Ph.D., State University of New York at Buffalo, Buffalo, New York.
• 1989 Master of Science, Niagara University, Niagara Falls, N.Y.
• 1975. Master of Business Administration, McMaster University, Hamilton, Ontario, Canada.
• 1973. Bachelor of Science, Mathematics, McMaster University, Hamilton, Ontario, Canada.
• Additional graduate courses in business and economics (after completing MBA); McMaster University, Hamilton, Ontario, Canada (1983 – 1988)
• Professional Designations: (not currently active)
  o Certified Management Accountant - The Society of Management Accountants, Ontario, Canada;
  o Certified Fraud Examiner, The Association of Certified Fraud Examiners, Austin, Texas

Professional Experience – Academic
1995 – to date, Professor of Business (2008 – date), Associate Professor 1999 – 2008,
 Assistant Professor (1995 – 1999). Division of Division of Social Sciences, Business and Global Studies, University of Maine at Farmington, Farmington, Maine;
1978 – 1993: Assistant Professor, Business and Accounting. Brock University, Ontario, Canada; (non-tenured, renewable contracts).

Courses taught: retail operations, financial management for recreation and tourism, service operations management, managerial finance, entrepreneurship (business), social entrepreneurship, business applications of technology, financial accounting, management accounting, service operations management, management science, personal finance, fraud analysis (topics course).

Courses developed and/or significantly revised: retailing operations, financial management for recreation and tourism, service operations leadership, managerial finance, entrepreneurship (business), social entrepreneurship, business applications of technology, financial accounting, management accounting, operations management, management science, personal finance.

University Service:
• Fall 2011 to date – Co-Coordinator, Business Economics
• Spring, 2011 participated in UMF’s Community College Initiative, under the supervision of the Vice-President for Enrollment Management and Marketing
• Fall 2009 to date – Chair, Peer Committee Department of Social Sciences, Business and Global Studies.
• Spring 2009 – Fall 2009, Chair of Committee to develop new interdisciplinary program, Outdoor Recreation Business Administration (ORBA); approved Fall 2009. Committee members included Clyde Mitchell and Sheena Bunnel; advisory committee included senior representatives from the outdoor recreation sector.

• Committee activities:
  o Co-Chair, Business-Economics Program Curricular Revision, 2005 – 2006. Developed a revised curriculum for Business-Economics Program for the four-credit initiative.
  o Social Enterprise program development committee (chair), summer 2006 – 2007
  o Chair, business search committee (2005 – 2006),
  o Economics search committees (2000, 2001, 2005),
  o Honorary degree committee (1998 to 2002),
  o Faculty equipment committee (1995/97),
  o Student conduct committee (1995 to 1997),
  o Scholarship committee (1995/96),
  o Chair, Institutional research committee (1995/96).

Supervised Student Service Learning Activities:
• Volunteer Income Tax Assistance Program (2002 to date)
• Fall 2008. Revision of marketing plans for the Volunteer Income Tax Assistance program, and for Asset Building Program sponsored by Casey Family Services.
• 2008. Feasibility analyses for a local fair trade store (for local faith-based groups)
• Fall 2007 and 2008. Students participated in the production of two local fair trade events; proceeds benefitted a medical clinic in Nicaragua, a Women’s Center in Zambia as well as projects supported by local faith-based groups.
• Small business advising – occasional assistance to local nonprofits and small businesses.
• Spring 2007 – Students in Social Entrepreneurship class developed marketing proposals for a local nonprofit importing craft-type goods from Zambia,
• Spring 2006 – FastTrac Course Assistants (Kauffman Foundation) – students from the (business) entrepreneurship class participated as course assistants for a FastTrac Program offered in Farmington.
• Spring 2006 – development of a business plan and feasibility analysis for a major initiative by a local nonprofit to provide low income families with transportation assistance.
• Award: March 2005, Faculty Award for Excellence in Service Learning
Publications

Reports
Presentations
NEGEN summer conference 2012 – presentation on social media marketing tips for National Geographic Alliances.


The Development of Distance Learning Capabilities for Maine’s Apprenticeship Programs. The Eastern Seaboard Apprenticeship Council Meeting, June 11, 2002.


Other Service Activities (Community, State and National)
• 2010 to date – Strategic Planning Consultant, Maine Geographic Alliance (sponsored by the National Geographic Society)
• Advisory group member, Western Maine Volunteer Income Tax Assistance Program, Spring 2010 to date. (Volunteer Income Tax Assistance – Earned Income Tax Credit)
• Director, Western Maine Volunteer Income Tax Assistance Program, Spring 2007 to 2010. (Volunteer Income Tax Assistance – Earned Income Tax Credit program) – a program which provides volunteer income tax assistance for low income families, in collaboration with Casey Family Services, Western Maine Community Action and the Internal Revenue Service.
  o Roles (2002 – date): Founding member, executive director, member of board of directors, instructor (for student and community volunteers), volunteer income tax preparer.
• Fellow, Maine Center for Tourism Research and Outreach (CenTRO), 2005 to 2010. Center’s activities terminated due to loss of state funding.
• MSAD 47, member of Social Sciences Curriculum Review Committee, 2007/2008

• The Institute of Behavioral and Applied Management (www.ibam.com)
  o Treasurer, November 2002 to 2007.
  o Reviewer (2 to 4 papers per year), Annual Conferences: 1996 to 2004.

• The Maine Health Research Institute. Research Associate, fall 1999 to 2007. Research and analytical activities pertaining to healthcare-related projects pertaining to the State of Maine.

• Maine State Department of Education, Entrepreneurship Education Committee. 2003 – 2006. Purpose of the committee was to review entrepreneurship education in the state and make recommendations for future action.

• Students in Free Enterprise (SIFE) www.sife.org. September, 2001 to 2005. Sam Walton Fellow and Faculty advisor.

Other Activities
• February 17, 2011, attendee (with four ORBA students), Maine Governor’s Conference on Tourism.
• May 11, 2010, participant, Sustainability in Action. A workshop sponsored by Maine Businesses for Sustainability to examine the connection between sustainability and economic growth.
• April 6, 2010, participant, Advancing Maine: Aligning Academic Programs to Meet Future Workforce Needs – a day-long summit to assess Maine’s future workforce needs and help guide Maine’s public universities in program development, and in creating a public agenda for higher education.
• October 2009, speaker at press conference announcing UMF’s new ORBA program.
• October 2009, organized (with Clyde Mitchell, Sheena Bunel and Warren Cook) UMF’s first Outdoor Recreation Careers Symposium
• October 2007, participant National Community Tax Coalition annual conference, Denver Colorado.
• October 2004 to date, UMF University Liaison, University of Southern Maine Business Plan competition.
• June 2004, participant, Engaged Department Institute, Campus Compacts of Maine, New Hampshire and Vermont.
• Presentation at teacher workshop at Maine School Administrative District 9 on the instructional uses of technology, 3-13-02.
• Participant, as representative of S.U.N.Y., Buffalo, Graduate Student Symposium, 1994 U.C.E.A. Conference, Philadelphia, PA.
• Selected as a participant at the National Graduate Research Seminar in Educational Administration, April 1995 in San Francisco, CA.

**Professional Experience**

1993/4: Senior Internal Auditor, Sick Children’s Hospital, Toronto, Ontario.

**Professional Memberships / Associations**

Maine Center for Tourism Research and Outreach.
National Community Tax Coalition ([www.tax-coalition.org](http://www.tax-coalition.org))
The Institute of Behavioral and Applied Management ([www.ibam.com](http://www.ibam.com))
Maine Association of Accounting Professors
CURRICULUM VITAE

1. **Clyde G Mitchell**
   Present position: Associate Professor, University of Maine, Farmington
   81 York Lane, Winthrop, ME 04364, USA
   Phone  207 7787413 (work), 207 3952655 (home)
   E-mail  clyde.mitchell@maine.edu

2. **EDUCATION**
   2007  PhD Awarded from University of KwaZulu-Natal through Science Faculty. Dissertation
   "Towards improved Corporate social and environmental reporting in South Africa"
   2003  Masters Degree, with dissertation in Environment Accounting and Reporting, University of Natal,
   1996  Post Graduate Diploma in Marketing Management
         University of South Africa
         - Specialisations in Strategic Marketing Management, Promotions, Consumer
           Behaviour and Marketing Research
   1991  Post Graduate Diploma in Accounting
         University of Cape Town (UCT), South Africa
         - Specialisations in Financial and Cost accounting, Financial Management, Taxation,
           auditing
   1989  UCT Accounting Conversion Course
         University of Cape Town (UCT), South Africa
         - One-year course in which all the core courses of a BCom Accounting are completed in
           one year
   1988  BSc Mechanical Engineering (Honours)
         University of Cape Town
         - Specialisations include Production and Operations management, Power Plant,
           Mechanic’s of Machines, Engineering Design, Industrial Law, and Industrial
           Management

3. **PART TIME / FULL TIME LECTURING EXPERIENCE**
   Full time lecturing:
   - Advance Financial Accounting (postgraduate)
   - Management Accounting and Financial Management, Corporate Finance (Seniors)
   - Financial Accounting (Seniors)
   - Principles of Accounting
   - Business and Society (Business ethics course)
   - Personal Finance, Investment Management
   - Federal taxation
   Evenings and Part-time:
   - Financial management (MBA, and BBA)
   - Financial Accounting (undergraduate)
   - Cost and Management Accounting (MBA)

4. **ASSIGNED RESPONSIBILITY**
   - Co-ordinator for Department of Business Economics, UMF (2009 to 2011)
   - Deputy Head of School of Business (2002 to 2004)
   - Acting Head of School, and Head of Centre for Accounting (temporary stand-ins)

5. **DISSERTATIONS / REPORTS SUPERVISED**
   Accounting Honours dissertations, MBA dissertations
6. **DETAILED TEACHING EXPERIENCE**

**Academic, Lecturing and Training:**

*2006 to present / University of Maine at Farmington*

**Professor (tenured)**
- Responsible for Principles of Accounting, Business Ethics, Investment Management, Federal Taxation, Financial Planning, Corporate Finance Courses
- Also taught Marketing, Social Marketing, Introduction to Commercial Recreation, River Industries

*1998 to 2006 / University of Natal, Pietermaritzburg, South Africa*

**Associate Professor (from 2001 to 2006)/ Senior Lecturer from 1998 to 2000**
- Responsible for designing, administering and lecturing on programmes and courses at both undergraduate and postgraduate levels.
- Head of Financial Accounting and Course Co-ordinator / Lecturer for Advanced Financial Accounting (2001 to 2004),

*1995 to 1997 / Rhodes University Grahamstown, South Africa*

**Lecturer**
- Course convenor of Accounting III. Lectured Accounting III syllabus, and Sections of Advanced Financial accounting, and Auditing

**External Examiner:**
- Advanced Financial Accounting, Durban and Natal Distance Program, from 2000 to 2003.
  Approximately 2500 students
- Advanced Financial Accounting, University of Port Elizabeth (2005)

7. **OTHER WORK EXPERIENCE**

**Accounting and Consulting:**

*1/1993 to 12/1994 / Charteris & Barnes, Ernst & Young, Bisho / East London, South Africa*

**Senior Consultant / Manager / Assistant Manager Consulting Division**
- Responsible for general administration of office, including staff matters and staff planning which was performed in liaison with the Audit Manager.
- Responsible for direct liaison with clients, and the administration of all consulting engagements from initiation to reporting.
- Administering the liquidation and winding up of insolvent companies and estates
- Investigation and analysing financial and management systems. Reporting on the weaknesses of these systems and presenting recommendations to management. Implementing such recommended changes.
- Designing and implementing management and financial systems for new business ventures and quasi-government organisations.
- Assisting clients with the implementation of computerised costing and accounting systems. Development and implementation of budgeting systems.
- Detailed cost analysis, cash flow projections, and financial modelling and project evaluation. This work included models for companies, and for local government specifically for electricity and water projected consumption.
- Assisting Clients with raising finance.
- Monitoring bulk collection, improving collections and recoveries for local government
1990 to 1992 Ernst & Young Cape Town: Charteris & Barnos, Ernst & Young, Blisho
Senior Accountant / Auditor
• Completed three years traineeship as part of the requirements of the South African
  Institute of Chartered Accountants. This included a move to the Blisho Offices arising out
  of the merger of Arthur Young and Ernst & Whiney, and subsequent restructuring.
• Lead Auditor on a variety of engagements including Food Processing, Manufacturing,
  Banking and Financial Services, Agricultural and Retail

8. CERTIFICATION AND PROFESSIONAL ASSOCIATIONS

2000 Wrote and passed (placed first in South Africa) the CIMA (Chartered Institute of
  Management Accountants) (UK) final Qualifying examinations.
1993 Professional member of the South African Institute of Chartered Accountants
1992 Full member of the South African Institute of Mechanical Engineers
1995 South African Accounting Association (AAA equivalent)

9. CONFERENCES ATTENDED, PAPERS DELIVERED

1997 Regional SAAA conference Grahamstown, paper delivered:
  The relationship between accountant’s personality factors and values, and career
  success

2002 Conference on Environmental management in a transitory age, Bangkok Thailand,
  presentation:
  Corporate Social Responsibility in South African Tertiary academic programmes

2003 Regional SAAA conference Durban, paper delivered:
  Environmental accounting and reporting, challenging traditional accounting, 30 years
  and still no international accounting standard

2004 Presented paper at the International IAAER conference in July 2004 in Durban
  Towards improved corporate social reporting systems; consistency in principles,
  activity based and consolidated reporting.
  A paper on this has been submitted to the South African Journal of Accounting
  Research

2005 Regional SAAA conference Pietermaritzburg 22nd June, paper delivered:
  Survey of key stakeholder groups with respect to expectations and perceptions of
  current Corporate Social and Environmental Reporting in South Africa.

2008 Southern African Accounting Association, Biennial Conference, Emperors Place,
  Johannesburg South Africa. Paper presented: Research Note: Stakeholder Survey of
  Corporate Social and Environmental Reporting in South Africa
  Note: This paper won the award for the best accounting paper

2008 CEASR North American Conference, Montreal Canada. Paper presented: Beyond the
  niceties of CSR, a bold supplemental report.

2013 Southern African Accounting Association (IAER), Biennial Conference, Cape Town,
  reporting note to the environmental bottom line

2013 International Sustainable Development Research Society: ISDRC19 Conference,
  Stellenbosch South Africa. Paper presented: Beyond traditional Corporate Social and
  Environmental Reporting: A proposed supplementary report to convey the full extent of
  environmental impact
10 OTHER RESEARCH ACTIVITY

Papers

11. CONSULTING

1/1995 to 2008

Independent Consultant
Note: under mandate from employing Universities allowed to consult on part-time basis to maintain professional status / and relevance of experience
- Ran various accounting and GAAP update courses for Accounting firms. Provide ad-hoc services to local accounting and auditing firms, as well as companies for various technical GAAP problems.
- Various sundry consultancy tasks such as restructuring, conversion and implementation of accounting systems
- Training in cost accounting and administration, outside/contractual lecturing
- Since living in the USA my visa has limited my ability to work or consult independently, until 2010 when I received my full green card. Research and consulting work for Maine Health Research Institute and Partnerships for Health.

12. INSTITUTIONAL SERVICES

Have served on various University / Faculty/ School Committees at UMF and in South Africa i.e.
- appointments, (UKZN)
- Assessment (APA) (UMF)
- Presidents Budgetary Advisory Committee (UMF)
- Diversity Committee (UMF)
- academic promotions,(UKZN)
- rules, (UKZN)
- marketing and promotions (while at Rhodes University).
- safety (chairperson) (UKZN)

Also served as an alternate member to:
- University Senate, and (UKZN)
- Trustee of Retirement Fund (UKZN)

Also act as First aid officer, fire and safety marshal (UKZN)

Was community college liaison representative, also on taskforce to improve UMF web presence, co-founder of the UMF ORBA program.

13. AWARDS, HONOURS, RECOGNITION\ AND OTHER

Pre University (select only)
- Dux Medal: Dale College 1984
- Borough of King William’s Town Gold
Medal for Top Student 1984

Highlights of University and Academic Achievements

- Entrance Merit Scholarship 1985
- Cecil John Rhodes Memorial Scholarship 1985-8
- Dean's Merit List 1986/7

Post University

- CIMA certificate for top South African Candidate in Stage Four (Qualifying examination) May 2000
- Best Accounting Paper Award: Southern African Accounting Association 2008 Biennial Conference
- Best Paper 2010; South African Journal of Accounting Research

Other

- External academic reviewer for Accounting Department of Rhodes University
- Asked to present supplementary Advance Financial Accounting lectures, by NSA (National School of Accounting), at Natal-Durban, University of Witwatersrand, and the University of Cape Town

14. COMMUNITY SERVICES

Professionally related

- Assisted with administration and was preparer on the Voluntary VITA IRS sponsored free tax preparation run annually at UMF (on Franklin CASH steering committee)
- Was treasurer for MAA (non profit) 2007-2008
- Treasurer and financial advisor to Gramhamstown District Relief Association (GADRA), 1995-1997
- Treasurer/Financial officer for South African Environmental Law Society
- Pietermaritzburg Environmental Forum

Other

- Was Co-chairman of university Chapter of South African Institute of Mechanical Engineers while at university
- Registered with African Rivers Association (AAA) non-professional river guide, training and assisting new entrants to kayaking sport, and canoe polo (development canoe polo coach). Student kayaking coach UMF, advisor to Outing club. Completed Maine White Water River registered guide course through Moxie River Adventures in May 2008

15. OTHER

Personal Interests

- White water kayaking and rafting, canoe polo, hiking and camping (advisor to the UMF Ski and Outing Club)
CURRICULUM VITAE
CATHLEEN M. MCANNENY

PERSONAL:
Address: Department of Social Science and Business  Phone 207 778 7443
University of Maine Farmington  Email McAnneny@Maine.edu
270 Main Street  Farmington, ME 04938

EDUCATION and DEGREES:
Ph.D. 1995 Michigan State University, Department of Geography, East Lansing, Michigan
Dissertation: Health Implications of Nitrate Contaminated Drinking Water in Cass County, Michigan

M.A. 1990 Ohio University, Geography Department, Athens, Ohio

B.S. 1988 Ohio University, Geography Department, Athens, Ohio  Major: Environmental Geography

CURRENT POSITION:
2007 to present  Professor of Geography
Department of Social Science and Business
University of Maine Farmington

PREVIOUS POSITIONS:
2005 to 2008  Chair Department of Social Sciences and Business
2000 to 2007  Associate Professor of Geography
Department of Social Science and Business
University of Maine – Farmington

1993 - 2000  Assistant Professor of Geography
Department of Social Science and Business
University of Maine, Farmington

1993 Summer  Instructor
Lansing Community College
Lansing, Michigan

1992 - 1993  Instructor
Department of Natural Science
University of Michigan - Flint
Flint, Michigan

1992 Summer  Instructor
Department of Geography
Michigan State University
East Lansing, Michigan
PROFESSIONAL MEMBERSHIPS:
Association of American Geographers
National Council of Geographic Education

EDITORIAL WORK:
Editorial Reviewer The Northeast Geographer
Editor, NESTVAL Proceedings (Journal of the New England and St. Lawrence Valley Geographical Society a Division of the Association of American Geographers)
Editorial Reviewer, Social Science and Medicine

RESEARCH INTERESTS:
I am interested in the interaction of humans with their environment, broadly defined as the physical, cultural and social setting and how this impacts the distribution and diffusion of illness.

RESEARCH EXPERIENCE:
1986 - 1988 Researcher Ohio University College of Osteopathic Medicine, Division of Exercise Physiology: Coordinated a research project on human subjects to measure the impact of exercise on hypertension. This included testing subjects, data collection, management, analysis, and the preparation of papers for publication. Other responsibilities included overseeing the budget, supervision of students and other employees.

1984 - 1986 Senior Research Assistant, Diagnostic Hybrids Inc. The Innovation Center Ohio University Duties included new product testing and quality control.

1982 - 1984 Research Technician, Ohio University College of Osteopathic Medicine, Division of Pharmacology and Physiology Participated in a research project concerned with acid-base transport in the kidney. Responsibilities included: data collection, analysis and preparing results for publication and presentation.

1977 - 1982 Research Assistant II University of Cincinnati College of Medicine Department of Environmental Health Helped to develop and implement a research project on the gastrointestinal toxicity of heavy metals. This involved implementing appropriate techniques, data collection, analysis and presentation. I interacted with outside agencies such as EPA and supervised students and visiting international scientists.

PRESENTATIONS AND PUBLISHED ABSTRACTS:


MCANNENY, C.M. Are You Being Served? Access to Dental Care in Maine National Meeting of the Association of American Geographers, Boston, MA 14 – 19 April 2008

MCANNENY, C.M. and Matthew Bampton, Identifying Fundamental Barriers to Learning in GIS; The International Geographical Union Education Commission, Brisbane, Australia 28-30, 2006


MCANNENY, C.M. 2003 Assessing the Impact of Distance on Cancer Services Access in Maine, National Meeting of the Association of American Geographers 4- 8 March 2003, New Orleans, LA


MCANNENY, C. M., 2000 Town Farms: Care of the Poor in Maine, Eastern Historical Geography Meeting, Bar Harbor, October 2000

MCANNENY, C.M., 2001 Introducing GIS in the Planning for Charity Care in a Small Regional Hospital National Meeting of the Association Of American Geographers, 26 February - 2 March New York, NY


MCANNENY, C.M., and Bampton, M., Maine the Way Life Should Be: Myths and Realities of Maine's Landscapes. National Meeting of the Association of American Geographers 25 - 29 March 1998 Boston, MA A Field Trip


MCANNENY C.M., 1995 Using GIS to Analyze Elevated Cancer Rates in the Mid- Androscoggin Valley, Maine. Seventh International Symposium on Medical
**Geography**, 29 July - 3 August 1996 Portsmouth, England


**PUBLICATIONS:**


Voner (MCANNENY), C., Gilders R., Dudley G., 1988  Twenty-four Hour Ambulatory Blood Pressure and Endurance Training Medicine and Science in Sports and Exercise. College of Sports Medicine, Indianapolis, IN 20, abstract 626

Ehrenspeck, G., Voner, C., 1985 Furosemide-evoked Inhibition of Acid Base transport In Turtle Bladder Federation Proceedings Abstract Number 1362Federated Societies for Experimental Biology, Hyattsville, MD

Ehrenspeck, G., Voner, C., Snowedowne, K., 1984 Effect of Ca-Ionophore A23187 on Cl and HCO3 Transport and on Ca Levels in the Turtle Bladder Federation Proceedings 43 Abstract number 4700, Federated Societies for Experimental Biology, Hyattsville, MD

Foulkes, E.C. and, Voner C., 1982 Relationship between Cd and Zn Absorption from the Rat Jejunum in Situ Federation Proceedings 41 Abstract number 8259, Federated Societies for Experimental Biology, Hyattsville, MD


Voner, C., and Foulkes E.C., 1981 Inhibition of Cadmium Absorption by Bile Salts Federation Proceedings 39 Abstract number 419, Federated Societies for Experimental Biology, Hyattsville, MD


OTHER SCHOLARLY ACTIVITIES:

GRANTS WRITTEN:
2005 Measuring Conceptual Understanding in Undergraduate GIS Education: Developing an Instrument and Creating a Baseline submitted to NSF

2005 UMFS Vision on the role of mobile technology in the learning environment $75,000 for lap top computers to expand GIS education at UM To Hewlett Packard Inc

2002 National Geographic Society Educational Foundation, Grosvenor Grants $80,000 to fund Boundaries and Borders: a year long project to introduce the study of Public Lands to K - 12 children through their teachers

2001 National Geographic Society Educational Foundation, Grosvenor Grants $80,000 to fund The Acadian Odyssey, an Advanced Summer Institute to complete the Acadian Story Submitted March 15, 2001

GRANTS RECEIVED:
2011 National Geographic Education Foundation, Network Grant: Strategic Planning and Operations $32,000
2011 National Geographic Education Foundation, Network Grant: Development of a Regional Collaboration $17,000

National Geographic Education Foundation, Network Grant: Geography, Regionalizing
2010 National Geographic Education Foundation, Network Grant: Geography, Strategic Planning and Operations $30,000
2009 National Geographic Education Foundation, Network Grant: Capacity Building Grant $23,000

2008 National Geographic Education Foundation, Network Grant: Geography, Geotechnology and the Maine Learning Results $50,000

2007 National Geographic Education Foundation, Network Grant: Geography for ME! $50,000

2006 National Geographic Education Foundation, Network Grant: Expanding Geospatial Literacy in the State of Maine $25,000

2005 National Geographic Education Foundation, Network Grant: Improving Geographic Literacy in the State of Maine. $50,000

2002 Developing an Integrated Undergraduate GI-Science Curriculum for Five University of Maine System Campuses NSF-CCILIR-A&I $350,000 Submitted June 4, 2001

2001 National Geographic Society Transition Grant $25,000 Funds to ease transition into a competitive funding program.

2001 UMS Diversity Grant $2,200 with Allison Hepler, Uncovering Franco-Americans in Maine and Hands-on History Course for Maine Teachers

1997 Maine Campus Compact Service Learning Grant $8,000 With Allison Hepler to develop a Service learning course linking History and Geography.

1994 NSF- ILI $18,000 Matching to create a GIS lab for Geography

OTHER:
Consultant to NSF project: Implementing a Concept-based Diagnostic Tool to Improve Undergraduate GIS education (2009)

Panelist Active and Problem-Based Learning (PBL): GIS and the Educator; Association of American Geographers National Meeting 2007, San Francisco, CA

Invited Panelist “Fifty Years of Geography at Michigan State University’ October 27th – 29th, 2005 East Lansing, Michigan


Grant Reviewer for NSF 2004

External Program Reviewer for the Geography Department at Mary Washington University, Fredericksburg, VA November 1st – 3rd, 2005

Panel Organizer and Presenter, Healthy Departments in the NESTVAL Region at the NESTVAL Meeting, September 30th – October 1st, 2005 Keene State University, Keene, NH
Participant in Healthy Departments Workshop sponsored by the Association of American Geographers, Freeport, ME 2005

Founding Member of the Six Campus GIS Curriculum Project

Directed the Maine Geographic Alliance Advanced Summer Institute, summer 2002. *Acadians in Louisiana, Then and Now* This trip completed a three-year study of the Acadian Experience in the USA and Canada.


Directed the Maine Geographic Advanced Summer Institute Summer of 1998. *Sustainability in the Sandy River Valley and on Monhegan Island* The purpose of the Maine Geographic Alliance is to improve the quality of geographic education K - 12. The summer institutes provide instruction in geography and resources to teachers in the primary through secondary levels.

COMMITTEES:
- **Pandemic Flu Planning Committee** Spring 2006 – present
- **Human Subjects Review Board** 2003 – present; Chair 2005 -2006
- **Blue Ribbon Committee on Teaching and Learning** Summer 2001
- **Faculty Senate** 2009 to present, 2004 to 2005, 1998 - 1999 Secretary, 1997 - 2001
- **Women’s Studies Council** 1994 - present
- **International Studies Council** 1995 to present, Chair 1999 -2000
- **Honors Council** 1997 - 1999
- **Library Committee** 1994 -1996

OTHER SERVICE:
- **Coordinator** of the Maine Geographic Alliance 2000 – present
- **Regional Councilor to the AAG** from the NESTVAL region 2007 - 2010
- **Co-Chair** of NESTVAL local arrangements committee October 2004
- **President** of the New England St. Lawrence Valley Geographical Society 2003–2005
- **Vice President** of the New England St Lawrence Valley Geographical Society 2001 - 2003
- **State Representative** to NESTVAL 1997 - 2001
- **K - 12 Outreach Coordinator** NESTVAL 1996 -1999
- **Program Chair** for NESTVAL 1999 held at UMF October 1999
- Steering Committee of the Maine Geographic Alliance
- Institute on Rural Poverty Steering Committee 1999 - 2004
Matthew J. McCourt
Associate Professor of Geography
Division of Social Sciences, Business and Global Studies
University of Maine Farmington
Farmington, ME 04938
Tel: 207-778-7044
Fax: 207-778-7418
Email: matthew.mccourt@maine.edu

EDUCATION
2004 Ph.D. University of Kentucky. Geography.
2000 M.A., University of Kentucky. Geography.
2000 Social Theory Graduate Certificate, Committee on Social Theory, University of Kentucky.
1998 Transportation Systems Management Graduate Certificate, Kentucky Transportation Center, University of Kentucky.
1993 B.A., University of Massachusetts Amherst. Geography.
1993 B.A., University of Massachusetts Amherst. English.
1988-89 University of Southern California.

TEACHING EXPERIENCE
2010-present Associate Professor of Geography, University of Maine Farmington.
2004-2010 Assistant Professor of Geography, University of Maine Farmington.
2002 TA Instructor, Department of Geography, University of Kentucky. Geography 210 "Pollution, Hazards, and Environmental Management." Fall.
2000 Instructor, Department of Geography and Distance Learning Programs, University of Kentucky. Geography 160DL "Lands and Peoples of the Non-Western World." Spring.
1999 Teaching Assistant, Department of Geography and Distance Learning Programs, University of Kentucky. Assisted Dr. Pradyumna Karan, Geography 160DL "Lands and Peoples of the Non-Western World." Fall.
1999 Teaching Assistant, Distance Learning Programs, University of Kentucky. Course development of Web-based course, Geography 160DL "Lands and Peoples of the Non-Western World." Summer.
1998-99 Teaching Assistant, GIS Lab Manager, Department of Geography, University of Kentucky.

COURSES TAUGHT

EPP131S Conservation and Environment (2 times)
FYSI00 Landscape Investigations (2 times)
FYSI00 Map-making: Critique and Practice
GEO101S Introduction to World Regional Geography (9 times)
GEO104S Global Transformations (13 times)
GEO160DL Lands and Peoples of the Non-Western World
GEO200S Geographical Imaginations
GEO206 Analysis of Rural Landscapes
GEO210 Pollution, Hazards, and Environmental Management
GEO/POS216S Environmental Law
GEO232S Cultural Geography (2 times)
GEO233S Historical Geography
GEO243S Rural Land Use (2 times)
GEO243 Town and Regional Planning
GEO304 GIScience (4 times)
GEO332S Cultural Geography
GEO340 Land Use (2 times)
GEO343 Town and Regional Planning (2 times)
GEO397 Historical Mapping for Comm Devt
GEO397 Local Environmental Policy
GEO397 Sustainable Development
GEO397 Conservation Politics
GEO397 Mapping Maine Forests
GEO450 Research in Geography
HON497 Honors Thesis: Effects of Climate Change in Alaska

RESEARCH EXPERIENCE
2003-04  GIS Research Assistant, Department of Community and Leadership Development, University of Kentucky.

2002-03  Research Assistant, Committee on Social Theory, University of Kentucky.

1999-02  GIS Research Assistant, Appalachian Center, University of Kentucky.

2001    GIS Research Assistant, Department of Civil Engineering, University of Kentucky. May.

1998    Research Assistant, National Center for Geographic Information and Analysis, University of Kentucky.

1998    GIS Research Assistant, Department of Civil Engineering, Kentucky Transportation Center, University of Kentucky.

1998    GIS/GPS Research Assistant, Strategic Change Integration Group, Kentucky Transportation Center, University of Kentucky.


1997    GIS Research Assistant, Division of Planning, Kentucky Transportation Cabinet, Frankfort, KY.

1991-92  Research Assistant, Arts Extension Service, University of Massachusetts Amherst.

PUBLICATIONS

A. Books and Articles


B. Published Maps


C. Newspaper Articles


D. Digital Archives


AWARDS AND HONORS

2008  Excellence in Service-Learning and Civic Engagement Award. Office of Service-Learning, University of Maine Farmington.

2007  Donald Harward Faculty Award for Service-Learning Excellence (Nomination). Maine Campus Compact.
2006  Excellence in Service-Learning and Civic Engagement Award. Office of Service-Learning, University of Maine Farmington.

2006  Donald Harward Faculty Award for Service-Learning Excellence (Nomination). Maine Campus Compact.

2005  Committed to Service-Learning and Civic Engagement Award. Office of Service-Learning, University of Maine Farmington.

1997-98  Advanced Institute Fellow. Kentucky Transportation Center, University of Kentucky. $10,500.

1996-97  University Fellow. Graduate School, University of Kentucky. $12,000.

1989-93  Alumni Scholar. University of Massachusetts. $4,000.

1989  National Merit Scholarship. University of Southern California. $1,200. (Declined)


PRESENTATIONS

A. Paper Presentations at Professional Meetings


1997  "Colonial (In)vestments: The Fashioning of Postcolonial Subjects." Paper presented at "Space, Place, and Environment: Geography in Emergence," Geography Graduate Student Conference, Ohio State University, Columbus, OH, October.

B. Poster Presentations at Professional Meetings


2010  "Sustainability and Landscape Change in the Rangeley Lakes" (with Andrew Barton, Chris Bennett, Daniel Buckley, Ronald Butler, Mellisa Clawson, Julia Daly, Wendy Harper, David Heroux, Rebecca Kurtz, Cathleen McAnneny, Nancy Perlson and Shelby Rousseau). Poster presented at the Maine EPSCoR State Conference, University of Maine, Orono, ME, November 8.


C. Panelist and/or Paper Discussant at Professional Meetings


2009  "Development of an Appropriate Concept Inventory Diagnostic Instrument to Improve Undergraduate GIS Education." Panel presentation at the New England-St. Lawrence Valley Geographical Society of the American Association of Geographers Meeting, Salem, MA, November.

2008  "Teaching Critical Geography with Don Mitchell's "Cultural Geography": Teachers Meet the Author." Panel presentation at the Annual Meeting of the Association of American Geographers, Boston, MA, April.


D. Paper Sessions and Lectures Organized or Chaired


2006  "The Thrills, Spills, and Chills of Initiating a New Community-Based Research Project." Faculty Workshop led by Ken Reardon, Chair, Department of City and Regional Planning, Cornell University (co-organized with Lucia Swallow, Mary Schwanke, and Art Perry), University of Maine Farmington. September 21.

2006  "Bridging the University and Community: Lessons from East St. Louis, New Orleans, and Beyond." Common Ground Lecture by Ken Reardon, Chair, Department of City and Regional Planning, Cornell University (co-organized with Lucia Swallow, Mary Schwanke, and Art Perry), University of Maine Farmington. September 21.
2005  “Reversing Ethnic Cleansing in Bosnia-Herzegovina: The Continuation of War by Other Means.” Public Lecture by Carl Dahlman, Department of Geography, University of South Carolina. University of Maine Farmington. September 22.

2005  “How to Tie a Civic Engagement/Service-Learning Component to Your Fourth Credit.” Faculty Workshop led by Lorraine Carroll, Department of English, University of Southern Maine (co-organized with Lucia Swallow, Pat O’Donnell, Steve Quackenbush, Julianna Acheson, Margaret Wescott, and Mary Schwanke). University of Maine Farmington. May 19.


E. Presentations at Civic and Educational Institutions

2012  “Results of Sndeo Travel Cost Survey” (with Dora Plancon). Rangeley Lakes Regional School, Rangeley, ME, June 7.


2009  "Environmental Justice: Bridging the Gap between Campus and Community."
Workshop led at the Sixth Annual Maine Climate Summit, University of Maine
Farmington, Farmington, ME, April 5.

2007  "Participatory GIS in the Rangeley/High Peaks Region: An Analysis of Regional
Landscape Values," (with Alicia Bento, Amy Brown, Tyler Duran, Bret Gundlah,
Michaela Hitchcock, Pat Howell, Ted Neil), presented at Michael D. Wilson
Symposium Day, University of Maine Farmington. April 11.

2007  "Adventures in Mapping Community Landscape Values in the Rangeley High
Peaks Area" (with Alicia Bento, Amy Brown, Tyler Duran, Bret Gundlah, Scott
Havu, Michaela Hitchcock, Pat Howell, Ted Neil), presented at the inaugural
Community Research Forum, University of Maine Farmington. March 22.

2006  GIS Day. Center for Community GIS, Quebec-Labrador Foundation. Farmington,
Maine. November 15.

2006  Community Mapping Roundtable. Community Mapping Institute. Quebec-

2005  "Regions, Associations, and Political Imaginaries: The Place of New England in
Tocqueville's America," presented for the Reading Revolutions Lecture Series,
sponsored by the Remnant Trust and the University of Maine Farmington,
November.

2005  "The Art of Maps and Mapmaking," presented to the Weld Historical Society,
Weld, ME, June.

2005  "From a Place of Problems to a Place of Possibilities: Collaboration and
Community-based Research in the Appalachian Coalfields," presented to the
Department of Geography and Anthropology, University of Southern Maine,
Gorham, ME, April.

2004  "Thorny Histories of Encounter in Harlan County, Kentucky." Appalachian
Studies Salon Series, University of Kentucky, Lexington, KY, April.

GRANTS AND CONTRACTS

2012-13  Maine NSF EPSCoR Sustainability Solutions Partners Grant. Charting the
Rangeley Region's Social-Ecological System. Principal Investigator. #EPS-
0904155. $89,588.

2011-12  Maine NSF EPSCoR Sustainability Solutions Partners Grant. Charting the
Rangeley Region's Social-Ecological System. Co-Investigator. #EPS-0904155.
$95,000.

2010-11  Maine NSF EPSCoR Sustainability Solutions Partners Grant. Promoting
Watershed-based Sustainable Development Through Ecological and Socio-
economic Research and Educational Initiatives. Co-Investigator. #EPS-0904155.
$66,549.


2009-11 National Science Foundation. "Creating and Implementing a Concept Inventory-Based Diagnostic Tool to Improve Undergraduate GIS Education." Consultant. #0837259. $150,000.


2007 USDA, CSREES, Community Food Projects. "Eat Smart Eat Local." Consultant. $80,000. (Declined)


2006 National Science Foundation. "Measuring Conceptual Understanding in Undergraduate GIS Education: Developing an Instrument and Creating a Baseline." Senior Personnel. $150,000. (Declined)

2006 Office of the Provost, University of Maine Farmington. Summer Stipend for "Everyday Globalizations Inventory and Field Trip Scouting for GEO104 Global Transformations." $400.


2005 Office of Service-Learning, University of Maine Farmington. Exploration Grant. $300.

2005 Maine Campus Compact, Northern New England Consortium Engaged Department Implementation Grant. "Social Sciences and Business: Beyond the


2004 Anderson Circle Farm, Harrodsburg, KY. Cemetery Maps. $800.

2003-04 Appalachian Regional Commission. "Harlan County Strategic Development Initiative." Design Team Leader. $20,000.


1999 The Nature Conservancy, Lexington, KY. "Kentucky Flora Mapper, GIS application to map 3,000 species distributions" (with Francis Harvey). $2,200.

1998 *The Atlantic Monthly*, Boston, MA. "To See and Be Seen" (Map; with John Pickles and Carl Dahlman). $1,000.

**SERVICE**

**A. Public Service**

2009 Member, Geospatial Work Group, Maine GeoLibrary Board

2008-09 Member, Franklin County Agricultural Task Force, Farmington, ME

2007 Member-At-Large, Livermore Falls Betterment Group, Livermore Falls, ME.

2006-07 Member, Rangeley/High Peaks Regional Inventory Committee, Woods and Waters Group, Mountain Counties Heritage Network, Farmington, ME.

2006 Member, Education Program Advisory Group, Mountain Counties Heritage Network, Farmington, ME.

2006-07 Member, Downtown Farmington Walking Tour Advisory Group, Mountain Counties Heritage Network, Farmington, ME.

2005-07 Member, Volunteer Advisory Committee, Western Maine Community Action, Wilton, ME.

2004-2006  Member, Steering Committee, Institute on Rural Poverty, University of Maine Farmington.

2001-03  Board Member, Mountain Education and Resource Center, Harlan, Kentucky.

**B. University Service**

2012-13  Member, Sculpture Faculty Search Committee, Division of the Arts, University of Maine Farmington.

2011-12  Member, Advisory Committee, Partnership for Civic Advancement.

2010-11  Member, Steering Committee, Northern Forest Higher Education Resource Network.

2010-11  Member, Sociology Faculty Search Committee, Division of Social Sciences, Business and Global Studies, University of Maine Farmington.

2009  Recreation and Tourism Advisory Committee, University of Maine Farmington.

2008-10  Member, University Culture Committee, University of Maine Farmington.

2007  Member, Environment Center Task Force, University of Maine Farmington.

2005-07  Member, Community Relations Committee, University of Maine Farmington.

2006-07  Member, Graphic Designer Search Committee, Marketing Group, University of Maine Farmington. Winter.

2006  Member, Graphic Designer Search Committee, Marketing Group, University of Maine Farmington. Summer.

2006  Member, Online Course Catalog Task Force, University of Maine Farmington. Summer.

2006  Member, Administrative Assistant Search Committee, Department of Social Sciences and Business, University of Maine Farmington. Summer.

2006  Member, Geography Faculty Search Committee, Department of Social Sciences and Business, University of Maine Farmington.

2005-06  Member, Service Learning Steering Committee, University of Maine Farmington.

2005-06  Faculty Representative, Morris K. Udall Foundation Undergraduate Scholarship Program, University of Maine Farmington.

2005  Speaker, Upward Bound, University of Maine Farmington.

2002-03  Member, Graduate Committee, Department of Geography, University of Kentucky.

2000-01  Member, Library Acquisitions Committee, Department of Geography, University of Kentucky.
1998-99  Member, Undergraduate Committee, Department of Geography, University of Kentucky.
1998-99  Member (ex officio), Cartography Lab Advisory Committee, Department of Geography, University of Kentucky.
1998-99  Web Designer and Administrator, Department of Geography, University of Kentucky.
1998-99  Member (ex officio), Newsletter Committee, Department of Geography, University of Kentucky.
1997-98  Member, Personnel Committee, Department of Geography, University of Kentucky.
1996-97  Member, Cartography Lab Advisory Committee, Department of Geography, University of Kentucky.
1995-96  Member, World Wide Web Committee, Office of Information Technologies, University of Massachusetts Amherst.
1993    Advisor, GIS Committee, Department of Biology, University of Massachusetts Amherst.

C. Disciplinary Service
2009    Referee, Rowman & Littlefield Publishers
2009    Referee, *Northeastern Geographer*
2009    Maine Geographic Alliance Leadership Team
2004-2009  Member, GIS Consortium, University of Maine System.
2004    Referee, *Rethinking Marxism*.
1996-97  Member, Editorial Collective, *disClosure: a journal of social theory*. Committee on Social Theory, University of Kentucky.

MEMBERSHIPS

Association of American Geographers
Maine GIS Consortium
New England-St. Lawrence Valley Geographical Society
Brad T. Dearden
Curriculum Vitae

Associate Professor of Geography • Department of Social Sciences, Business and Global Studies
University of Maine at Farmington • 270 Main Street, Farmington, Maine 04938
Phone: 207-778-7439 • E-mail: brad.dearden@maine.edu

EDUCATION
Ph.D., Geography, 2006
University of Utah, Salt Lake City, Utah

Master of Arts, International Administration, 1990
The School for International Training, Brattleboro, Vermont
Thesis: InterSoft: An analytical software tool for international development funding organizations.

Bachelor of Science, Computer Information Systems, 1986
Quinnipiac University, Hamden, Connecticut

CURRENT APPOINTMENT
Associate Professor of Geography
Department of Social Sciences, Business and Global Studies
University of Maine at Farmington, Farmington, Maine

Courses taught:
- Research in Geography (GEO 450)
- Transit South: Latin America and Its Inspirations (HON 377S)
  (Honors course, team taught with four additional faculty)
- Political Geography (GEO 334)
- Economic Geography (GEO 320)
- International Development (GEO 310)
- Geography of Terrorism (GEO 277/Special Topics)
- Geography of Development (GEO 277/Special Topics)
- Cultural Geography (GEO 232)
- Asia: Peoples & Environments (GEO 214)
- Case Study in Regional Geography: Latin America (GEO 210)
- Peoples and Environments (GEO 103)
- Elements of Geography (GEO 102)
- Introduction to Regional Geography (GEO 101)
- First Year Seminar: Picturing Place (FYS 100)
(Sep 2001 – Current)
PUBLICATIONS
(Peer Reviewed)


PUBLICATIONS
(Non Peer Reviewed)


Panelist. (Feb 2005). *Conditional equality? Divisions of ethnicity, gender, and sexuality in the shape of citizenship.* Sponsored by The Women’s Studies Center, University of Maine at Farmington.


PRESENTATIONS AND PANELS (cont'd.)


ADDITIONAL TEACHING

Visiting faculty member, Beijing University of Technology (spring 2010)

Instructor
Department of Geography, University of Utah, Salt Lake City, Utah
Courses taught (solely responsible for):
- *Principles of Geographic Information Systems* (Geog 3140)
- *World Regional Geography* (Geog 1600)
- *World Regional Geography Telecourse* (Geog 1600)
- *Human Geography* (Geog 1400)
(Sep 1996 - Summer, 2001)

Faculty
Landmark College, Putney, Vermont
Taught writing, literature, and critical thinking to college students; tailored curriculum to individual needs
ADDITIONAL TEACHING (cont’d.)

Teacher, English as a Second Language
Interlink Language Center at Valparaiso University, Valparaiso, Indiana
Enhanced English proficiency of international students entering university studies, directed cultural adjustment orientations (Mar 1994 - May 1994; One-Term Contract)

GRANTS, AWARDS, CONSULTANCIES

University of Maine at Farmington Provost’s Office Academic Enhancement Fund ($500). Grant to research the use of information from the field (Nepal) in the geography classroom to improve mixed-methods instructional techniques, elicit student participation and enhance learning.

Consultant to document in photographs the work of Let’s Be Ready, a Guatemalan-based organization (NGO) whose mission is to supplement curricular programs to improve elementary school retention rates in rural Guatemala ($675).

Consultant for creation of a Concept Inventory-Based Diagnostic tool to improve undergraduate GIS education; implemented across five University of Maine System campuses.

University of Maine at Farmington service-learning mini-grant (co-award with Sarah Hardy, Associate Professor of Mathematics, University of Maine at Farmington) ($500).

Women’s International Network for Guatemalan Solutions ($1,000). Grant awarded to assess contraceptive attitudes, prevalence and the unmet need for contraceptive services in Comalapa, Guatemala (Jul-Aug 2007).

Fellow, American Association of State Colleges and Universities (AASCU), for the Japan Studies Institute, June, 2005.

Graduate Research Travel Award, University of Utah, 2001; 2000; 1999.

Student Travel Award, Association of American Geographers, 1999.

PEER REVIEWS


MEMBERSHIPS

Association of American Geographers (AAG)
New England-St. Lawrence Valley Geographical Society
Maine Geographic Alliance
Asian Geography Specialty Group, Association of American Geographers
Maine Asian Studies Consortium
Latin American Specialty Group, Association of American Geographers
Population Specialty Group, Association of American Geographers
Gamma Theta Upsilon, International Geographical Honor Society

PROFESSIONAL ACTIVITIES AND SERVICE

Chair, Institutional Review Board at University of Maine at Farmington (Jan 2011 – current).

Member, International and Global Studies Council, University of Maine at Farmington (2002-current).

Member, Maine Geographic Alliance Steering Committee (2005-current).


Member, Academic Planning and Assessment Committee, University of Maine at Farmington (Sep 2007 – Jun 2009)

Co-organizer, Asia: South by Southeast. Workshop Series for K-12 Social Science Educators in Maine, co-sponsored by the University of Maine at Farmington and the Maine Geographic Alliance (Oct 2007).

Analyst for child nutrition project in Senahu region of Guatemala. Worked collaboratively with Naru, a not-for-profit based in Antigua, Guatemala.

Maine State Representative to the Board of the New England-St. Lawrence Valley Geographical Society (2005-2007).

Member, Academic Standards Committee, University of Maine at Farmington (2004-2007).

Reviewer (jointly with two other faculty), International Partnership program (with Tunisia) at the State University of New York at Potsdam (May 2006).

Co-organizer, Historical foundations, contemporary relationships: Teaching Japan and the Koreas in the 21st century. Seminar for K-12 Social Science Educators in Maine, co-sponsored by the University of Maine at Farmington and the Maine Geographic Alliance (May 2006).
Co-organizer, *Dragons and Pandas and China – Oh, My! Expanding the Dimensions of Teaching about China*. Seminar for K-12 Social Science Educators in Maine, co-sponsored by the University of Maine at Farmington and the Maine Geographic Alliance (Mar 2006).

Chair, Geography Search Committee, University of Maine at Farmington (2005-2006).


Program Chair, Annual Conference of New England-St. Lawrence Valley Geographical Society Annual Meeting, Portland, Maine (Oct 2004).

Member, Geography Search Committee, University of Maine at Farmington (2003-2004).


Research Assistant, Department of Geography and Anthropology, Louisiana State University, 1993.


Graduate Admissions Committee Member, School for International Training, 1988-1989.

Database Consultant
Albert Schweitzer Institute for the Humanities, Hamden, Connecticut
Developed automated access to medical professionals in Schweitzer programs worldwide, designed and implemented data queries (Jul 1994 - Mar 1995; Database Development Project)

Director, American Academic Pursuits
Brattleboro, Vermont and Taipei, Taiwan
Founded academic advising agency to assist Taiwanese students with applications and information pertaining to U.S. graduate programs (Oct 1991 - Oct 1992)
PROFESSIONAL
WORK
EXPERIENCE
(cont'd.)

Assistant to the Director, Department of Humanitarian Services
Church of Jesus Christ of Latter-day Saints, Salt Lake City, Utah
Organized graduate course in development methodology, designed two
database systems for international projects and volunteer professionals
(Oct 1989 - Apr 1990)

Student Services Coordinator, Office of Student Services
School for International Training, Brattleboro, Vermont
   Supervised 15 employees, organized campus educational, cultural, and
   social events, directed student government
(Feb 1989 - May 1989)

Lead Programmer and Associate Analyst, Development Office
Brigham Young University, Provo, Utah
   Co-developed 300,000-name philanthropic database, evaluated
   software, recommended system purchases to management
(Oct 1985 - Jul 1988)