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## 2014 Annual Report: Blue Sky Highlights

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# Blue Sky Highlights



THE UNIVERSITY OF  
**MAINE**

2014 Annual Report



# 2014 Annual Report

## Blue Sky Highlights

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## Introduction

We are pleased to introduce to you *Blue Sky Highlights: The 2014 University of Maine Annual Report*. As UMaine moves into the fourth year of the Blue Sky Plan, the strategic initiatives first conceived have been diligently addressed through implementation teams and, now, have been integrated into the work of the campus.

To ensure the success and momentum of the Blue Sky Plan through realization of the strategic initiatives, the University of Maine is committed to annual self-assessment and measurement of our progress.


This document reflects the annual review process at the University of Maine, and attempts to present the highlights of our work successfully accomplished and our work yet to be done. This annual report integrates the work of many administrators, faculty, staff and students within the context of the Blue Sky Plan — a true integration of our work and vision. We encourage you to review the Blue Sky website for a comprehensive understanding of the work of the UMaine community ([umaine.edu/bluesky](http://umaine.edu/bluesky)).

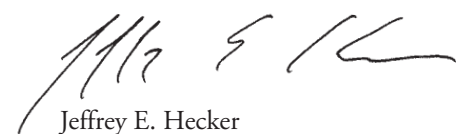
The outline of this annual report follows the outline of the Blue Sky Plan and provides essential highlights of the University of Maine during 2013–14 that support the major Blue Sky Pathways of:

1. Serving Our State: Catalyzing Maine's Renewal
2. Securing Our Future: Ensuring Financial Sustainability
3. Embracing a Culture of Excellence: Promoting Spirit, Community and Collaboration
4. Transforming Lives: Strengthening the UMaine Undergraduate and Graduate Student Experience
5. Restoring the Dream: Renewing Pride and Stewardship of Place

This document is a testament to the commitment and talent of the UMaine community working to distinguish the University of Maine as the most student-centered and community-engaged of the American Research Universities.

With best personal regards,

  
Paul W. Ferguson  
President

  
Jeffrey E. Hecker  
Executive Vice President for Academic Affairs and Provost

July 1, 2014

# 1



## Serving Our State

### Innovation and Economic Development

To achieve the goals of the Blue Sky Plan and raise the visibility of innovation and economic development efforts at the University of Maine, the Office of Innovation and Economic Development (OIED) was involved in numerous projects during 2013–14:

**Increased engagement with state and regional economic development leaders:** This effort gathered and analyzed key internal and external economic stakeholders' input via an online survey and focus groups in 2014. External stakeholder groups included Maine Chamber of Commerce, Bangor Region Chamber of Commerce, Portland Region Chamber of Commerce, Mobilize Eastern Maine and Affiliate Mobilize Maine groups, Board of Agriculture, Maine Municipal Association, Economic Development Council of Maine, Maine Technology Institute, State of Maine Administration, Maine Pulp and Paper Association, Target Technology Center Board, UMaine Business School Advisory Board, UMaine Engineering Advisory Group and Department of Industrial Cooperation Industry clients. This input offers the opportunity to build on UMaine innovation, economic development and outreach efforts by:

- Enabling discussion and assistance in defining critical growth in areas, and regional research and economic development needs.
- Strengthening the University of Maine's alignment of its innovation, entrepreneurship and community outreach with priority economic and cultural needs of Maine.
- Engaging with state and regional economic development leaders with the assessment tools and processes that provide beneficial baseline data to better measure its work moving forward to be a more responsive, adaptive and strategic partner.

**Increased communication strategy around UMaine's economic development mission:**

In partnership with the Division of Marketing and Communications, OIED staff serve as UMaine media resources in innovation and economic development, and provide significant legislative support to UMaine and the University of Maine System. Examples of this communications strategy include:

- A new Office of Innovation and Economic Development website, including an interactive map to learn about UMaine's impact in the counties. In partnership with the Division of Marketing and Communications, OIED will continue to add more data, such as R&D projects, student highlights and business testimonials.
- Completion of the Maine Economic Improvement Fund report and website.
- Involvement in Maine's Office of Program Evaluation and Government Accountability committee process overview of MEIF with UMS.
- Partnership with Office of the President to offer local legislative breakfast at UMaine in November 2013.
- Collaboration on successful UMS bond campaign for STEM classroom facility upgrades in November 2013.
- Maine State Chamber of Commerce Legislative Leadership Summit attendance and newsletter updates, since December 2013.

— Ongoing Maine Development Foundation (MDF) involvement and collaboration, advancing a strong partner for UMaine. Vice President for Innovation and Economic Development Jake Ward continues to serve on MDF's Board of Directors.

- MDF's Leadership Maine continues as a strong program involving UMaine. This year, its campus visit included a day of tours and presentations. Interest in Innovation Engineering led to MDF and the Foster Center for Student Innovation partnering to provide a workshop for Leadership Maine members and their colleagues.

- Policy Leaders Academy Breakfasts had UMaine attendees and speakers at legislative breakfasts in Augusta.

- MDF expanded the Leadership Maine concept to a cohort of Maine high school superintendents and principals through the Education Leaders Experience program. Forty members came to UMaine for a daylong retreat that included tours and training. UMaine's College of Education and Human Development, and the Graduate School offer this program as a graduate course.

— Creation of legislative educational material and presentations, and involvement in meetings and hearings during the legislative session.

— U.S. Sen. King's Maine staff campus visit in May 2014.

— Legislative Marine Economy Overview Tour in June 2014.

— Partnership with Margaret Chase Smith Policy Center on Distinguished Policy Fellows Tour planning for key stakeholders.

— Involvement in upcoming bond initiatives in 2014.

— UMaine resource for media, staff and partners in innovation and economic development. Examples include: major announcements and awards, such as National Science Foundation and Department of Energy; participation in the "Back to Business" Radio series, Mainebiz guest columns, and the Maine Center for Economic Policy's television show, "State of the State," focused on R&D, and UMaine's role in the growth of two Maine companies — Acadia Harvest and Kenway Corp.

**Launch of the Blue Sky Faculty Fellows Program:** In 2013–14, OIED participated in the development and execution of the inaugural Blue Sky Faculty Fellows program, coordinated by the Divisions of Academic Affairs, Innovation and Economic Development, and Human Resources, and funded by the Office of the President. The

University of Maine launched this innovative leadership program to prepare a group of faculty from across the campus to serve as ambassadors to Maine communities and constituents. The Blue Sky Faculty Fellows Program strives to increase UMaine's contribution to the state by creating a network of trained faculty leaders who can communicate the importance of UMaine and their research to Maine citizens and organizations. A Blue Sky Faculty Fellows website was launched to support the Blue Sky Plan online presence.

**Implementation of the Signature and Emerging Areas strategy:** The Signature and Emerging Areas of Excellence strategy was outlined in the Blue Sky Plan under Pathway 1 and is now led by the Provost's Office.

**Led UMaine offshore wind liaison for research and development, and outreach:** The Vice President for Innovation and Economic Development serves as major leader on this effort for 2013–14. Examples include:

— Formed the University of Maine R&D Foundation, a university-affiliated nonprofit to support commercialization and economic development. Serves as founding president.

— Formed Maine Prime Technologies as a for-profit spin-off of the research foundation to handle the technology licensing and equity associated with UMaine offshore wind intellectual property (IP).

— Formed Maine Aqua Ventus I, GP, LLC, a founding company (general partnership of Cianbro, Emera and Maine Prime Technologies) to lead the effort to:

- Apply for the Maine Public Utilities Commission Power Purchase Agreement (PPA), awarded in February 2014 with a 20-year value of \$260 million.
- Apply for the U.S. Department of Energy Advanced Technology Demonstration Program, with a value of \$46.6 million over four years. The program was selected in May 2014 as an alternate and received additional funding to complete the engineering and design phase of the project.

— Working to obtain project financing, with a fundraising goal of \$150+ million from all sources.

— In collaboration with the Division of Marketing and Communications and MAV partners, serve as the project spokesperson for both MAV I and UMaine for all public relations related to the offshore wind project.

— Lead stakeholder outreach with the public, fishermen, legislators and other interested parties.

#### IN THIS CHAPTER

- Innovation and Economic Development
- University of Maine Research Centers
- Cooperative Extension
- Administration and Finance
- Collaborative Programs with University of Maine System and UMS Campuses
- Academic Affairs and College-Based Programs and Initiatives
- Cultural Contributions



**Completed Innovation Engineering Institute formation and obtained academic licensing rights:** The University of Maine completed the formal collaboration agreement with Eureka! Ranch for granting UMaine exclusive rights to Innovation Engineering academic licensing activity. Revenue from licensing is shared between UMaine and Eureka! Ranch. New licensees that started during this fiscal year or signed a license agreement to begin next year include Xavier University and the University of North Alabama, and our first international licensee, University of Winnipeg.

**Advanced workforce and economic development through the Blackstone Accelerates Growth Project:** Blackstone Accelerates Growth (BxG) is a partnership between the University of Maine, Maine Technology Institute and the Maine Center for Entrepreneurial Development. The goal of the initiative is to create jobs and economic development in Maine through entrepreneurship and growth. It works with partners to create statewide programs with coordinated, focused activities to accelerate companies, connections and the next generation of Maine entrepreneurs. UMaine has been an integral partner in this initiative since its inception at the end of 2011. UMaine's Renee Kelly serves on the team that develops the initiative's

strategies and policies. Highlights of the initiative, which moved into expansion phase in 2013–14, include:

- Addition of a midcoast innovation hub and the start of the Lewiston/Auburn innovation hub, coupled with existing innovation hubs in Portland and Bangor. The hubs are designed to build statewide networks to link entrepreneurs and companies with available resources. The UMaine team coordinates the activities in the Bangor hub and shares information about UMaine resources for businesses with other hubs. Hub coordinators in other regions become ambassadors for UMaine programs and R&D support.
- UMaine is leading the “Accelerating the Next Generation” aspect of the initiative, selecting the best and brightest college students with ties to Maine who are interested in innovation. This spring, we recruited our third class of Fellows to begin working in the summer.
  - Thirty students completed fellowships last year; the program grew to 50 students in 2014–15.
  - The Fellows represented 17 colleges and universities, with 20 from University of Maine.
  - Almost all of these students have begun internships with innovative Maine companies, with many based at the UMaine's Foster Center for Student Innovation.
  - Innovation Engineering course scholarships for University of Maine System students were provided.
  - Events and training are designed to build a system for serving entrepreneurs and innovative companies. As a sign of the success of this program, other partners are now funding some of the interns or related activities, including E2Tech, Maine Aquaculture Innovation Center and Maine EPSCoR.

**Creation of Innovation and Economic Development Working Group:** The Blue Sky Pathway 1 team evolved into the Innovation and Economic Development Working Group. It serves as a sounding board and/or SWOT (strengths, weaknesses, opportunities and threats) team resource for working group members to bring either existing or new events/economic development opportunities, where UMaine resources can be tied and better aligned to engage with state and regional economic development leaders. Working Group members include: Todd Gabe, Professor of Economics; Renee Kelly, Director of Economic Development Initiatives, Co-Director of the Foster Center for Student Innovation; Laura Lindendorf, Associate Professor of Communication and Journalism, and Margaret Chase Smith Policy Center; Ivan Manev, Dean, Maine Business School; Jim McConnon, Extension Business and Economics Specialist, and Professor of Economics; Jordan

Nickerson, undergraduate student, psychology major, Assistant Community Outreach Coordinator at the Foster Center for Student Innovation; Jen O'Leary, Special Assistant to the Vice President of Innovation and Economic Development; Michael Peterson, Professor of Mechanical Engineering; Todd Saucier, President/Executive Director Alumni Association; Owen Smith, Alston D. and Ada Lee Correll Chair in New Media and Director of Intermedia MFA; Miles Theeman, Board of Visitors, and President and Chief Executive Officer of Affiliated Healthcare Systems; and Jake Ward, Vice President of Innovation and Economic Development.

**Mentoring and modeling for students interested in innovation and entrepreneurship:** Foster Center for Student Innovation continued its support of student entrepreneurs and innovators, providing counseling to 83 students and business workspace for four companies. In addition, the center supported internships and extracurricular training to develop important workplace skills. With support from the Blackstone Accelerates Growth initiative, the center provided 28 Blackstone Scholarships in FY14 for the full cost of tuition for Innovation Engineering undergraduate and graduate scholarships.

**Led Innovation Engineering (IE) workshops at UMaine and in the business community:** Springboarding off the successful Leadership Institutes led by Eureka! Ranch, UMaine is offering one-day workshops introducing Innovation Engineering (IE) to the external audiences in the public and private sectors. In FY14, workshops were held in Portland, Augusta and Freeport for 69 participants. Foster Center offered a workshop for 40 UMaine Professional Employee Advisory Council members. Also receiving IE training were UMaine students participating in a new community outreach initiative led by Professor David Neivandt to develop aging-related innovations in collaboration with Dirigo Pines retirement community in Orono. Two other workshops for students and faculty involved in the Sustainability Solutions Initiative and the Climate Adaptation IGERT program trained 40 participants.

**Helped Maine companies be more successful with innovation:** Foster Center for Student Innovation provided direct innovation expertise to companies to help them commercialize innovations and implement innovation systems in their businesses, including RH Foster, Androscoggin Bank and Howard Tool.

**Offered Top Gun Entrepreneurship Accelerator:** UMaine's Target Technology Incubator partnered with Blackstone Accelerates Growth (BxG) and the Maine Center for Entrepreneurial Development (MCED) to offer Top Gun

Entrepreneurial Accelerator in the Bangor region. The 12-week accelerator is intended to help high-growth, innovative companies learn how to grow their businesses. Top Gun helps entrepreneurs using training, mentoring and development of community connections.

Seven entrepreneurs participated in the 2014 Bangor-region cohort, with participants from Brewer, Dover-Foxcroft, Palmyra, Bar Harbor and the midcoast region. In addition to business lessons, they received extensive coaching, practice and feedback on how to prepare a business pitch. They were matched with mentors throughout the program and invited to numerous networking opportunities. The program ended in June with a final showcase in which entrepreneurs gave business pitches to an audience of over 300 and/or participated in a tradeshow-style expo where they displayed their products to the same audience.

UMaine's Jason Harkins in the Maine Business School collaborated to update the curriculum for this offering to emphasize “bootstrapping” and “sweat equity” to better match the needs of the entrepreneurs in the greater Bangor region. Previous classes focused on equity preparation and angel investment (and remains the focus of the Top Gun Portland cohort). Harkins also taught and mentored participants.

**Advanced technology transfer and commercialization strategies:**

- UMaine currently serves as the primary mentor for Top Gun company Genotyping Center of America in Bangor. Its founding team has more than 40 years of combined experience working in molecular biology, genotyping and laboratory management. In addition, UMaine consults to nonuniversity companies — such as L&K Manufacturing LLC, a FY14 student start-up company based, in part, on university-related technology — and serves on the selection committee for USM Technology Transfer Gap Fund Awards, which are Maine Economic Improvement Fund-funded.
- UMaine assists in guiding commercialization efforts, including patent prosecution and commercialization planning for the Gorham Lamp, a USM technology (System Ref 2013-07). Campus Ventures is an innovative experiential education program for University of Southern Maine students, built on the premise that engaged learning is fundamental to career readiness and student success. Gorham Lamp is one of the Campus Ventures program's first beta projects.
- Master collaboration, facility use and visiting scholar agreements have been drafted for use by USM with a large Maine industrial partner.

**Demonstrated Industry Collaboration Success:** The University of Maine and the Maine Potato Board announced the creation of two new potato varieties — the Easton and the Sebec — that were developed over the past several growing seasons. The varieties are targeted at the french fry and potato chip industries. According to Don Flannery, executive director of the Maine Potato Board: “The University of Maine has the research and development capability and commitment for developing new potato varieties, from the lab to the field, which takes years. They understand what the growers and the industry are looking for and need. We, in turn, as a board, have the capacity to promote the varieties and maintain the quality of seed certification required for the integrity of the variety and the market. We are already fielding questions from growers around the country, as well as in Maine. Both of these new potato varieties are very promising. This type of result is what makes this partnership truly advantageous for the future of our industry.”

**Earned the NEBHE Excellence Award for Target Technology Incubator:** The New England Board of Higher Education (NEBHE) honored Target Technology Incubator at the 12th annual New England Higher Education Excellence Awards March 7 in Boston. Target Technology Incubator is a partnership of the University of Maine, Bangor Area Target Development Corporation, the town of Orono and the state of Maine. The incubator provides scalable innovation-based companies with access to resources they need to grow and attain long-term success, in an environment that fosters business development, commercialization and successful management practices. In the past year, which was marked by slow job recovery in the employment market, the incubator’s tenants and affiliates created more than 15 jobs.

**Collaborated with the Maine Department of Economic and Community Development:** UMaine’s Innovation and Economic Development staff continue to participate in monthly staff meetings with the Department of Economic and Community Development to coordinate strategy.

**Adopted by Mobilize Eastern Maine:** UMaine’s Jake Ward and Renee Kelly participate on the Mobilize Eastern Maine leadership team, which has made UMaine R&D assets its top promotional priority. In addition, UMaine’s Jen O’Leary now regularly participates to make the connection with our communication strategy. An example of this collaboration: Mobilize Eastern Maine representatives spoke about their efforts at UMaine’s Pulp and Paper Days annual event, sponsored by the Pulp & Paper Foundation.

**Established University of Maine Website for Businesses:** OIED completed a comprehensive guide/portal on the University of Maine website for businesses to access resources. The goal is to forge better partnerships through joint initiatives.

**Served on Bangor Chamber Biz-Action Committee — Maine Angels:** UMaine’s Vice President for Innovation and Economic Development serves on the Bangor Regional Chamber of Commerce Biz-Action Committee. This past year, a Bangor branch of the Portland-based Maine Angels was created, with multiple local investors and institutional investors creating a fund of more than \$500,000.

**Formed K–12 UMaine Outreach Group:** In the past year, the OIED team formed a K–12 outreach group that includes members of the UMaine community who interact with schools. This group was formed in response to a challenge written last year about the lack of central coordination for campus units and staff working with K–12 outreach.

**Advanced Aquaculture R&D and Business Incubation Projects:** The Center for Cooperative Aquaculture Research (CCAR) in Franklin was productive on a number of fronts in 2013–14, both for UMaine and for its industry partners. Ongoing facility improvements included the Maine Aquaculture Technology Lab, funded through a 2008 MTAF grant, and the Sea Vegetable Seedling Facility, improved with funding from an MTI Seed Grant awarded to Maine Coast Sea Vegetables. RAS Corporation (now Acadia Harvest Inc.) continued to build on its R&D program to develop land-based aquaculture of yellowtail, winning new federal and state funding, and hiring new employees. The spin-off company Sea & Reef continued to grow and approach commercialization, while a new tenant, Advanced Ponics Technologies, began to build out its pilot aquaponics system. Progress was made on seaweed and urchin aquaculture research programs, and several key infrastructure improvements were made at the facility.



**Foster Center for Student Innovation**

Foster Center is the innovation hub for the University of Maine campus, serving students, faculty, staff and alumni by providing key learning, tools and inspiration to become an innovator and entrepreneur. For Maine companies, this learning is essential to being more successful with innovation. The center also offers K–12 outreach through its weeklong Innovation Summer Camp.

**Maine Invention Convention:** In FY12, the Foster Center hosted the second Maine Invention Convention. Using the Innovation Engineering curriculum, the Foster Center provides lesson plans to enable teachers to easily incorporate Invention Convention activities and align the lessons with state core curriculum standards. More than 1,000 students from 17 schools statewide participated, with 100 students moving to the state competition on campus in May 2014. Donations came from Dunkin Donuts, Cole Land Transportation Museum, University Credit Union, Bangor Savings Bank and RH Foster.

**Junior Achievement Titan Challenge**

The initiative matches high school teams with business mentors to compete in a business simulation. In FY13, the challenge hosted 41 students and teachers from four schools, as well as mentors.

**Innovation Engineering**

Course Number	FY14 Student Count
INV 180	165
INV 282	17
INV 392	22
INV 401/511	19
INV 405/406/490	17 (Independent Studies)
INV 480	3 (Internships)
INV 510	4

The Innovation Engineering Academic Program is teaching a popular minor in Innovation Engineering for undergraduate students in any major, and an Innovation Engineering graduate certificate for graduate students from all disciplines.

Foster Center counseled over 80 unique students; center tenants include: Through Thick and Thin (John Carney, MFA & Christine Carney, BIO), Strong Mind, Strong Body (Roosevelt Boone, KPE), BodyGuard (Spencer Wood, ECD), UMaine Chapter of Engineers Without Borders, and graduates — Spark! Bangor (Jen Hooper, MFA).

Over 200 people attended Foster Center workshops and seminars on topics ranging from starting a business to use of Google glass in inventions in medicine. The center is involved in all UMaine Open Houses, Hermon High Career Fair and Eastern Maine Medical Center “Innobration.”



## University of Maine Research Centers

As Maine's only land and sea grant research university, the significant amount of basic and applied research conducted by UMaine faculty, staff and students contributes greatly to the economic development of the state and enhances quality of life for Maine's citizens. Vice President for Research Carol Kim oversees the operations of the 15 designated research centers at the University of Maine. These centers are pivotal to advancing UMaine's research mission.

### Aquaculture Research Institute

In FY14, the Aquaculture Research Institute (ARI) transitioned to new leadership with Paul Anderson as Director in December 2014. A comprehensive external review was conducted and will provide the foundation for the current strategic planning process that is scheduled to be completed by January 2015. Current ARI faculty and staff have been very successful with competitive research grants. Dr. Ian Bricknell has several projects in place, most notably

a NOAA/Sea Grant award to explore how sea lice might behave in multitrophic aquaculture operations. Dr. Heather Hamlin recently received a grant from NOAA to explore the temperature sensitivity and ocean chemistry effects on the American Lobster. Dr. Timothy Bowden has several projects including the exploration of vaccine development for bacterial infections in finfish. ARI also conducted several studies in partnership with the aquaculture pharmacological industry, including partnerships with Fish Vet Group and Merck. These studies are in support of the development of therapeutics and other disease management strategies with finfish aquaculture.

### Center for Undergraduate Research

The Center for Undergraduate Research (CUGR) held its annual showcase with 150 student participants, up from 68 students in 2010. Faculty participation was 69, up from 40 in 2010. CUGR also held eight development workshops for the first cohort of 22 Research Fellows (faculty nominated by their deans). These Fellows completed five projects recommending actionable suggestions regarding undergraduate research. CUGR was able to double the number of student fellowships this past fall and this summer for a total of 70 students supported to conduct faculty-mentored research.

### Maine Sea Grant

Maine Sea Grant helped develop the American Lobster Settlement Index more than two decades ago with a research grant to professor Bob Steneck and (then) graduate student Rick Wahle. The Index is now used by federal and state fisheries agencies throughout the Northeast U.S. and Canada for assessing future lobster stocks. Sea Grant provided additional funds to professor Rick Wahle in 2012–14 to analyze the long-term data set, which has resulted in concerns about diminished juvenile lobsters in the North Atlantic, as cited by, among others, the Maine Department of Marine Resources during statewide lobster industry meetings in 2013.

### Climate Change Institute

One of several transformational contributions made by the Climate Change Institute is the understanding that the wind systems that deliver moisture, heat and pollutants throughout the planet can shift in a matter of a few years, with dramatic and sustained changes in water availability, storms and health at local to regional scales. The institute uses this perspective to understand and aid in prediction of future hemispheric-scale weather impacts, with the most recent being abrupt Arctic warming and strengthening of winds around Antarctica. To address the likelihood of

continued abrupt changes in climate, the institute is developing software to aid in the understanding of nonlinear climate responses for use in climate adaptation and sustainability planning.

### Advanced Structures and Composites Center

Patent-pending VoltornUS 1:8, designed and built at the center, became the first grid-connected offshore wind turbine in the Americas and the only floating wind turbine in the world with a concrete hull and composites materials tower. The turbine exceeded expectations after having completed a full year of successful testing off the coast of Castine during one of Maine's harshest winters.

### National Center for Geographic Information and Analysis

Key NCGIA research contributions this year included new computational formalisms to improve computations on spatial scenes, shapes and interdependence between spatial objects across scales, and empirical simulation studies in virtual environments that test human behaviors. New research captures the topological configuration of entire spatial scenes, not just pairwise topological relations. These formalisms provide support for more expressive queries of spatial scenes and consistent automated reasoning across multiple spatial scales (e.g. as could assist a blind user navigating outdoor to indoor spaces). From immersive virtual reality driving simulation studies, results show stark differences between older (ages 60–82) and younger (ages 18–34) drivers across multiple events. These findings help identify the decision processes of older drivers, and indicate that both cognitive load and safety risks significantly increase for drivers over 60 years of age.

### Senator George J. Mitchell Center

The Mitchell Center contributes to the understanding and solving of societal problems related to the growing challenge of improving human well-being while protecting the environment. Contributions include: an online mapping tool that offers the potential for avoiding some of the conflict in land use decisions by allowing those involved (town planners, conservationists, developers) to compare the suitability of land for various purposes, and visualize how different scenarios might play out over time; and resources for coastal communities to better plan for extreme weather, determine the best adaptation strategies, and improve their resiliency to future storms utilizing analyses of historical and projected climate and weather data, and the inter-connections between government agencies at all levels overseeing the installation and repair of culverts and other infrastructure.

### RiSE Center

The center has had a record-breaking year in terms of the number of major new and continuing grants and contracts funded in FY14: 14 awards bringing over \$10 million to the University of Maine. Michelle Smith and MacKenzie Stetzer, both RiSE Center members hired into tenure-track positions through the Maine Physical Sciences Partnership (MainePSP), are PI or co-PI on many of these new awards. Included are five new NSF-funded multi-institutional collaborative research grants. This success in attracting competitive funding shows that RiSE faculty members are ranked highly by their peers. These awards build expertise on campus in teaching, learning and assessment, and support ongoing development of the K12–UMaine partnership begun in MainePSP. MainePSP and its outgrowth, the state-funded Maine Elementary Sciences Partnership (MaineESP), have led to powerful, supportive communities of teachers, UMaine faculty, staff and students, and Maine nonprofits committed to improving STEM education PK–16+. These communities involve over 800 teachers from more than 50 Maine school districts, and faculty from eight UMaine STEM and STEM education departments and schools. In the past year, the MainePSP community worked to identify several persistent problems in STEM education to tackle together. Groups within the community are designing and implementing research and interventions to address these problems, modeling researcher and practitioner shared involvement in research and problem solving. Through this work, the RiSE Center has moved to a partnership in which both UMaine and the schools have a voice in the research and implementation work, and all partners benefit. An innovative example of this work is the University Course Observation Program, in which teachers receive training in observation protocols, and then document observations of university STEM classes. Data from these observations provide evidence of the types of professional development most useful for faculty trying to improve their teaching.

### Center on Aging

The University of Maine Center on Aging, in partnership with other higher education and community partners, has embarked on a series of high-impact translational research initiatives that will positively affect the quality of life of older, functional impaired adults across the state and nation. These include: the launch of the center's first NIH-funded randomized controlled trial testing a balancing improvement program model for older adults with visual impairments; research identifying the needs of residents with chronic disease conditions and those who lack access to affordable quality care; assessments of the needs and resources available to support oral health for older veterans



in the Maine Veterans' Homes system; and evaluation of intergenerational research designed to serve families in the Penquis region who have been affected by substance abuse. One of our most important endeavors this year has been our commitment as a key partner in developing UMaine's cross-disciplinary aging as an Emerging Area of Excellence initiative.

### Center for Community Inclusion and Disability Studies

The University of Maine Center for Community Inclusion and Disability Studies has ongoing engagement in a number of interdisciplinary research initiatives, with a wide range of university, governmental and community partners. FY14 highlights include: NIDRR- and NSF-funded projects related to family and youth transition planning, with an emphasis on access to post-secondary education and STEM careers; and technology-based research focused on the fabrication and use of devices to augment human function without stigma. In addition, CCIDS has been a partner in developing a cross-disciplinary proposal on aging as a University of Maine Emerging Area of Excellence.

### Center for Research on Sustainable Forests

The Commercial Forests Program provided forest landowners and managers with key information about the effectiveness of deer wintering areas across northern Maine. The Conservation Lands Program worked with the Maine Sustainability Solutions Initiative to launch the Maine Futures Community Mapper ([mainelandusefutures.org](http://mainelandusefutures.org)) that allows Maine communities to project the impact of future development scenarios on their communities. This work won the UMaine President's Research Impact Award this year. In the Family Forests Program, results on landowner knowledge, attitudes and behaviors related to forest pests like the emerald ash borer and Asian longhorned beetle helped Maine state government officials plan for the potential economic and environment impacts of pests on family forests across southern Maine.

### Institute for Molecular Biophysics

This year, two Institute for Molecular Biophysics faculty members received special recognition for their contributions to biomedical research. Professor Rob Wheeler was awarded a prestigious research grant from the Burroughs Wellcome Fund. Dr. Wheeler's research uses the zebrafish as a model organism to study infection by the human fungal pathogen *Candida albicans*. His research aims to better understand host-pathogen to improve the diagnosis and treatment of infectious disease. A recent publication in *Europhysics Letters* 104, 68001 (2013), coauthored by IMB member Dr. Andre Khalil, was highlighted in *Europhysics News*, a science news



magazine of the European physics community. Dr. Khalil's research applies multifractal analysis to diagnostic images to improve the early detection of breast cancer. The article presents results demonstrating the ability to detect changes in infrared images of mammary glands containing a malignant tumor.

### Margaret Chase Smith Policy Center

Contributions from the faculty, staff and students of Margaret Chase Smith Policy Center in the 2013–14 academic year include: developing the Blue Sky Fellows Program; hosting on campus major policy leaders under the Distinguished Policy Fellow Program; hosting the New Leadership policy program; publishing a high-visibility issue of *Maine Policy Review* on innovation and the Maine economy; participating in and serving as co-principal investigators on numerous large NSF grants (e.g., N.E.S.T. and Sustainability Energy Pathways); leading major national committees on transportation and energy; developing policy reports, including a focus on the economic impacts of education; and serving in leadership roles in major national policy initiatives on citizen science, research partnerships and application of research findings to policy issues.



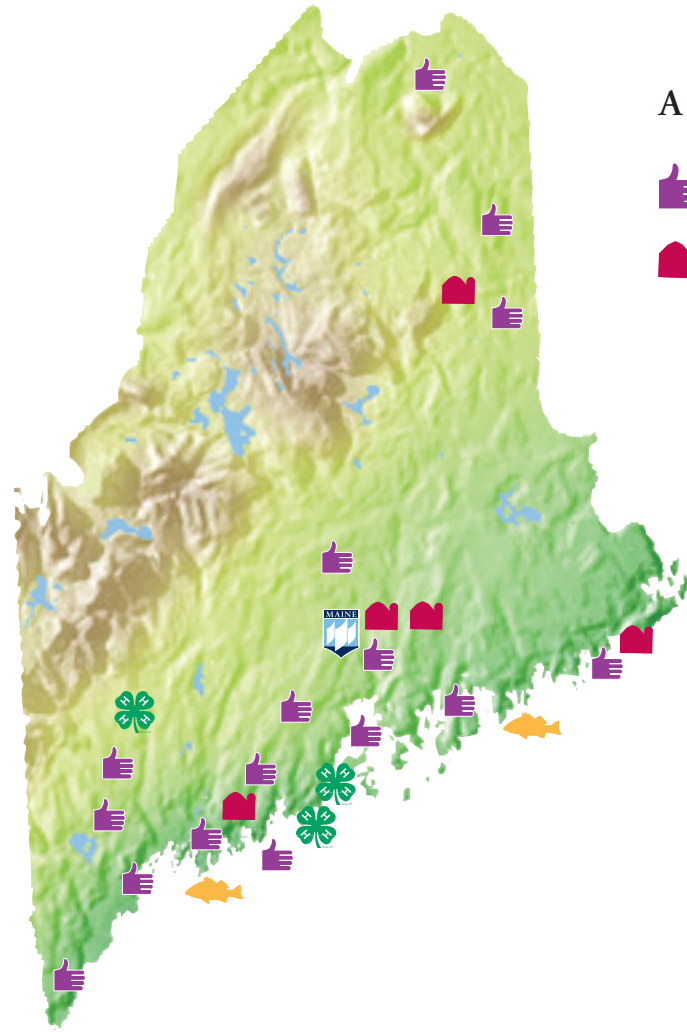
### Laboratory for Surface Science and Technology

The Laboratory for Surface Science and Technology researchers, including interdisciplinary groups of faculty, staff, and graduate and undergraduate students, have performed R&D activities that focus on surfaces and interfaces in thin film materials and micro/nano devices. Major activities in the past year have included: advancement of novel high-temperature thin films and wireless sensors for use in power plants and other high-temperature harsh industrial environments; development of catalytic materials and chemical processes to convert biomass into high-purity biofuels; investigation of the synthesis and chemistry of quantum dot magnetic materials for magneto-optical devices; design and fabrication of microfluidic devices for investigating active chemical species that direct neuron differentiation and development within the spinal cord; and R&D collaborations with Maine companies, including Orono Spectral Solutions, Environetix Technologies, Cerahelix, Mega Industries and IDEXX.




### Forest Bioproducts Research Institute

The Forest Bioproducts Research Institute successfully demonstrated technical feasibility of converting wood into jet fuel. Several liters of synthetic crude oil were produced, fractionated and upgraded in the Technology Research Center, with gasoline, diesel and jet fuel samples sent out for third-party testing. The Air Force Research Laboratory tests revealed that UMaine samples met key specifications and could be blended with conventional or alternative jet fuels. Further work continues on sustainable energy pathway analysis. In the wood-derived advanced materials area, more than 4,000 pounds (dry basis) of nanocellulose material were supplied to researchers — 162 entities in 28 countries, including 102 private companies and 60 university or government laboratories. Process Development Center staff conducted five commercial trials on nanocellulose applications in release paper and printing/writing paper. These advances in wood-derived fuels and advance materials are getting UMaine worldwide attention. Discussions are under way on technology licensing with several entities in both areas.



### A Statewide Presence

-  Cooperative Extension County Offices
-  Cooperative Extension 4-H Camps
-  MAFES Research Facilities
-  Marine Extension Team Facilities

### The Maine Food System

UMaine Extension supports the entire Maine food system through outreach, education and applied research. Maine’s agriculturally based food system, worth over \$3 billion, encompasses agricultural production, processing, food safety, food security, commerce and consumption. With over 8,100 farms and 1.3 million acres of farmland currently in production, there is strong demand for Extension services and expertise.

- **Maine Food Summit:** Last year, UMaine Extension hosted the first-ever Maine Food Summit, an opportunity for food producers, food processors, nongovernmental organizations, business owners, and anyone involved with and interested in Maine’s dynamic food system to share ideas about growing Maine’s agricultural- and fisheries-based economy. The summit highlighted that UMaine is at the center of the Maine food system. Efforts are under way to have another summit, and the ideas and suggestions generated in the first summit are influencing the Maine Food Strategy, a collaborative planning effort to make the state more food independent and reduce food insecurity.
- **Beginning Farmers:** UMaine Extension conducts ongoing farm business management trainings, with many focused on new and aspiring farmers. In 2013, webinars reached 160 farmers and potential farmers from all counties in Maine, and 16 from out of state. Participants learned about agriculture enterprise selection, business planning, record keeping, market research, regulations and resource identification. As a result of attending sessions, the number of participants farming increased from 27% to 73%. UMaine Extension’s ongoing focus on new and aspiring farmers is paying off: USDA’s 2012 farm census showed that the number of Maine farmers aged 34 and younger grew by nearly 40% from 2007–12. The 39% jump in young farmers — from 396 to 551 — far surpassed the 1.5% increase nationally.

### Cooperative Extension

University of Maine Cooperative Extension (CE) is part of the National Extension System that includes the USDA’s National Institute of Food and Agriculture, more than 100 land grant colleges and universities, and 3,150 county governments. In Maine, CE operates 16 county offices and three 4-H camps that focus on unique local, statewide and regional issues. On the UMaine campus, CE operates the Animal Health Lab, and the Insect and Plant Disease Diagnostic Lab. It also houses faculty with specialties in animal and veterinary sciences, food science, food safety, nutrition, small business development, crops and pest management. UMaine Extension also works with Maine Agricultural and Forest Experiment Station farms and Maine Sea Grant across the state.

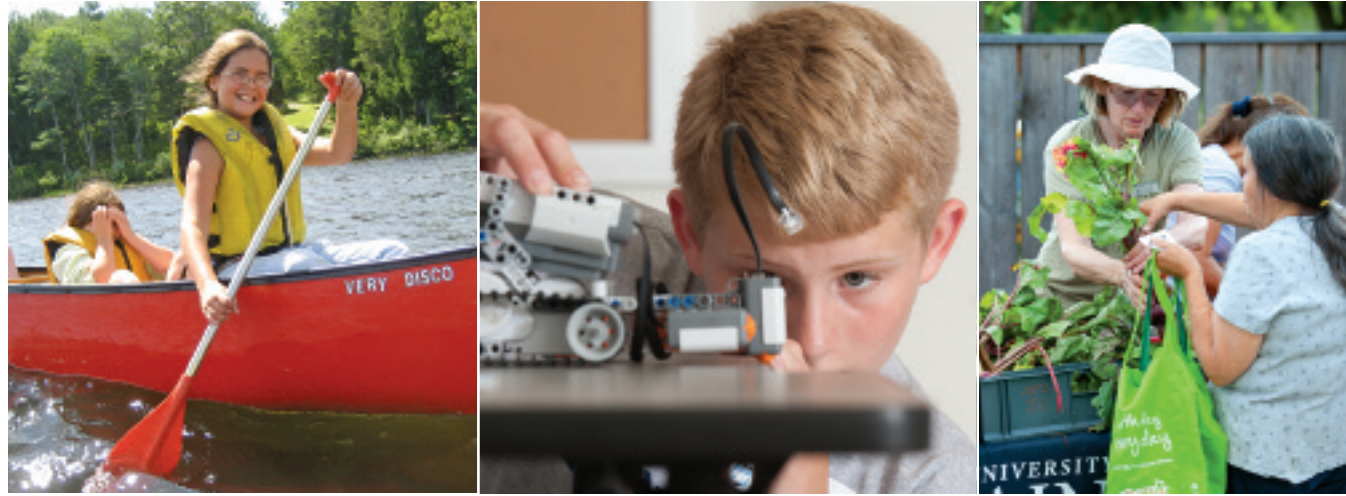
- **Increasing Farmers’ Capacity to Produce High-Quality Food Grains:** Over the last four years, UMaine Extension and Research Station researchers have secured more than \$1.6 million to fund comprehensive applied research to increase farmers’ capacity to produce high-quality food grains and organic feed grains for local markets. More than 1,000 Maine and New England farmers, and over 3,500 total, have benefitted from research results. One-third of commercial farmers and millers credited the project with helping them increase or maintain employment, placing economic value from the project at an average of \$7,000 each. Grain buyers also benefitted from this project; eight of the 14 large-scale Maine-based bakers/distributors estimated an economic value of the project for their business ranging from \$500 to \$20,000, with an average of over \$5,000 each. Since the project began, wheat acreage has increased from 500 acres to over 2,000 acres in 2013.
- **Integrated Multitrophic Aquaculture:** On a per-acre basis, farmed salmon is one of the most valuable agricultural crops in Maine, supporting a \$75 million industry. In 2013, UMaine Extension’s Animal Health Laboratory and the UMaine Aquaculture Research Institute partnered with Cooke Aquaculture USA on a research project to apply an alternative approach to salmon farming called integrated multitrophic aquaculture (IMTA), with the goal to establish practices that can increase aquaculture productivity and sustainability. CE’s work represents the first deployment of a mussel raft at a private for-profit salmon farm in the United States. UMaine and our industry partner developed problem-solving strategies for future IMTA sites through direct experience, and set up strategies for broader deployment that will reduce environmental impacts and increase profitability. Cooke Aquaculture USA is currently establishing IMTA systems at many of its sites and remains actively involved with UMaine researchers on new projects.
- **Maine Harvest for Hunger:** Nearly 500 home gardeners, UMaine Master Gardeners, and other volunteers in about 14 Maine counties collectively logged more than 5,000 hours through UMaine Extension’s Harvest for Hunger Program, which grows fresh fruits and vegetables for donation to needy people in Maine. The program’s objectives are to mitigate hunger, improve nutrition and health, and help the recipients develop lifelong positive nutritional habits. In the 2013 growing season, Harvest for Hunger in Maine donated more than 108 tons of vegetables and fruit to 152 food banks, shelters and charitable organizations around the state. The value of the produce was over \$365,380, based on a market sales price averaging \$1.69 per pound. Many recipients also received cooking and gardening lessons.

- **Obesity in Maine:** In Maine, almost two-thirds of adults and more than a quarter of school-aged youth are overweight or obese, a reality that has serious health implications. In addition, USDA estimates that 200,000 Mainers don’t have enough to eat. When food becomes scarce, food purchased becomes less nutritious. The contradiction between the high rate of obesity and food insecurity in Maine demonstrates that poor food choice and lack of nutrient-rich food have a significant impact on the state’s population. In FY13, UMaine Extension Expanded Food and Nutrition Education Program (EFNEP) Community Education Assistants provided sequential nutrition education to 377 adults and consecutive education to more than 5,000 youth aged 5–18. Evaluation data is designed to track adult behavior changes, with the assumption that there is one or more youth effected by the behavior of each adult; for each adult enrolled, it is required that there be at least one child younger than 18 in the home environment. Among the most impressive changes: 69% now plan meals in advance and 62% more often use the nutrition facts on food labels to make healthy food choices. Participants report increased consumption of whole grains, fruits, vegetables, fiber, lean proteins and healthy oils, and reduced intake of solid fats, added sugars, sodium and total calories. EFNEP also saves program graduates money on their monthly food bills. The average savings per month per household was \$36, which equals a total household cost savings of \$432 per year, while improving the quality of food consumed. The total cost savings for all graduate households was \$4,960 per month, for a total annual food cost savings of \$59,520.

### 4-H Youth Development

4-H is the largest out-of-school educational program in the state. Last year, more than 26,000 Maine youth attended 4-H camps, community clubs or after-school or school enrichment programs. More than 13,200 youth participated in hands-on experiential learning in science, engineering and technology projects, such as robotics, animal science, plant science and environmental science.

- **Inclusion in after-school curriculum:** In the after-school curriculum designed by UMaine Extension, principles of positive youth development are applied to out-of-school settings. 4-H staff trained 65 childcare workers and program directors (as future trainers) and, with each trainee reaching more than 20 children, over 1,300 children have been reached. For each child who can remain in a regular group after-school setting because of this training, his or her families save at least \$11,000 per year in childcare costs.



- **Eat Well Nutrition Education Program:** More than 9,000 youth participate in healthy lifestyles programming, which includes the Eat Well Nutrition Education Program funded through EFNEP. Last year, participants reported an increase in consumption of whole grains, fruits, vegetables, fiber, lean proteins and healthy oils, and reduced intake of solid fats, added sugars, sodium and total calories.
- **Engaging Youth, Serving Community Program:** In Engaging Youth, Serving Community, youth-adult partnerships are created through a variety of youth-led community projects. This year, five teams of 224 youth and 97 adults contributed 8,669 hours toward solving community issues. Youth learned leadership decision-making, how to function within planning and working teams, and how to become empowered to create change in communities. Their work benefited more than 5,900 people directly, and thousands of people indirectly by maintaining local real estate values and protecting the City of Portland's drinking water quality from Eurasian milfoil, an aggressive invasive plant. The statewide project received \$25,000 in National 4-H Council's USDA Rural Development funds, yet leveraged more than \$216,000 in additional cash and in-kind resources — a return of more than \$8 for every \$1 of federal funds.
- **Washington County Summer Food Service Program:** Food insecurity affects many families who reside in Washington County, Maine's poorest county. UMaine Extension's Nutrition Education Program facilitated meetings in Washington County to increase awareness of the USDA Summer Food Service Program (SFSP). UMaine Extension worked directly and indirectly with school superintendents and cooks, community leaders, citizens, summer recreation directors and the media to raise awareness of the problem and facilitate SFSP as a

solution. Work in communities focused on developing creative strategies for local implementation. Preliminary figures indicate that in 2013, SFSP provided an estimated \$193,836 to new sponsoring organizations to serve an estimated 66,362 nutritious meals to nearly 600 children daily in nine communities. When added to sites that participated in previous years, \$226,249 of USDA funds was spent in Washington County to feed more than 800 children each day in 13 communities, tribal communities and seasonal agricultural migrant communities. This represents 20% of the school-age population.

- **STEM Guides: Building Coherent Infrastructure in Rural Communities:** UMaine Extension's 4-H Youth Development Program is part of a National Science Foundation grant that is developing STEM Hubs in five rural communities in Maine to promote STEM education to Maine youth as a foundation to their future educational and career success. The program includes STEM programming and mentoring to support youth. In this project, 4-H collaborates with the Maine Math and Science Alliance.
- **Summer of Science Program:** In an effort to address the reality that only 21% of U.S. high school seniors are proficient in science, UMaine Extension is offering hands-on science curricula at 16 community sites in three Maine counties. Efforts focused on federal free- or reduced-lunch sites and community libraries, with most programs delivered by stipended teenage peer-teachers who focused on healthy living and aerospace-related science.



## Administration and Finance

- Nov. 5–6, 2013, Safety and Emergency Management (SEM) hosted more than 180 representatives from the U.S. Northern Command, New England National Guard Units, Maine Emergency Management Agency and other local, state and federal emergency preparedness groups for a two-day conference on campus, focused on improving communication and operational relationships in the event of a domestic crisis. Nationally, Vigilant Guard is an annual interagency training exercise designed to establish and reinforce relationships to support the needs of citizens during domestic emergencies. UMaine's key role in this statewide, two-day exercise was to host emergency response teams from the New England, New York and New Hampshire region National Guard Units, and activate the university's Emergency Operations Center.
- The Office of Facilities Management (OFM) partnered with a variety of community entities during FY14. Of particular note were the FEMA/National Guard Vigilant Guard natural disaster training exercise; the electronics recycling event, held in partnership with Old Town and Orono; the annual Special Olympics; and the OFM-initiated elementary school tours of the Emera Astronomy Center project.

- UMaine's purchase of a second University Volunteer Ambulance Corps (UVAC) ambulance enabled advanced Mutual Aid Agreements for ambulance coverage with Orono and Old Town. UVAC personnel participated in numerous training exercises with both towns throughout the year.
- Auxiliary Services aggressively sought out the purchase of Maine-based goods and services. Currently, 18% of Dining Service's food products are Maine-based. The University Store also plans to expand the Maine-based products it offers.
- The Maine Card Office provided ID cards to both Orono and Old Town Police Departments, and collaborated with the College of Education and Human Development to provide ID cards for student teachers.
- The Sustainability Office is working with the Orono Economic Development Committee and the Maine Business School's chapter of Net Impact on various statewide projects, including a Global Reporting Initiative sustainability reporting framework, and an impact assessment for the Maine Grain Alliance and Food Hub in Skowhegan. Also being explored: the potential creation of a food hub in Orono.



### Collaboration with University of Maine System and UMS Campuses

- Several Administration and Finance Division units served on UMS strategic planning initiatives, including the selection of a Travel Management Company and a Travel and Expense Automated System; implementation of a Student Health Insurance Plan; Administrative Review of Facilities Management, Human Resources, Procurement, and Information Technologies; and Student Health Insurance Task Force, which evaluated the current insurance marketplace presented to Campus Senior Leadership and is implementing the waiver student health insurance plan for UMaine.
- Auxiliary Services' Printing and Mailing Services continued to provide printing services for the University of Maine Farmington (UMF) campus.
- Excess compost generated by Dining Services' advanced compost facility was distributed to the Orono Community Gardens, Rogers Farm, Witter Farm, and Terrell House Permaculture Living and Learning Center.

- The UMaine-developed Blue Sky All-Funds Financial Model, which provides a mechanism to input strategies and view resulting financial impacts, was shared with the System Office. Financial and enrollment data for all UMS campuses are now being captured to develop a similar financial model.
- In FY14, the Office of Facilities Management (OFM) took a leadership role in developing a comprehensive systemwide key and lock protocol.
- OFM's project management staff provide guidance to UMS Facilities and other campuses regarding capital construction processes, documents and other facilities-related issues.
- OFM's Energy and Utility Manager provides energy consulting services, and guidance and support for various System energy-related initiatives.
- OFM continues in its role as an integral member of the implementation team for the Integrated Work Management System. The new work management system launches in September 2014.
- The Faculty Development Center performs scanning, processing and a wide range of subsequent reports/interpretation for the University of Maine at Augusta, the University of Maine at Machias (UMM) and UMF.
- Human Resources personnel participated on systemwide background check policy team to design, draft and implement the background check policy.
- Safety and Environmental Management (SEM) provides online access to its basic safety program for all campuses, including the ability to integrate with MaineStreet for record keeping.
- SEM undertook a pilot project (through a shared services agreement) with the University of Maine System in August 2013 to provide safety support services to the other six UMS universities.
- SEM provided expertise and support to UMM in response to a Bureau of Labor Standards inspection in December 2012. SEM assisted UMM in developing programs and managing the outcome of the compliance inspection.
- SEM provided compliance audits to all campuses and laboratory fume hood testing to six campus locations.



### Academic Affairs and College-Based Programs and Initiatives

#### Signature and Emerging Areas

Building on the work of the Pathway 1 team and the Faculty Senate's proposed process, the Provost led a campuswide initiative to identify UMaine's Signature and Emerging Areas of Excellence. This inclusive and consensus-based process, from December 2013 to June 2014, resulted in the announcement of formal designations:

#### Signature Areas

Forestry and the Environment

- Sustainable Forests and Forest-Based Economy
- Forests, Wildlife and the Environment

Marine Sciences

- School of Marine Sciences
- Marine Research Solutions

STEM Education

- STEM Education Research
- Advancing STEM Education

Climate Change

- Climate Change Institute
- Changing Ecosystems and Climate: Impact on Animal and Human Health

Advanced Materials for Infrastructure and Energy

College of Engineering

Honors College

#### Emerging Areas

Graduate School of Biomedical Science and Engineering

Northeastern Americas: Humanities Research and Education

Data Science and Engineering

Sustainability Solutions and Technologies

Aging Research

Finance Education

#### Established the UMaine Humanities Center

With support of a PRE-VUE award, the Humanities Initiative delivered a robust set of programs in the 2013–14 academic year. The Provost continued to lead the fundraising efforts to establish a permanent endowment to support the UMaine Humanities Center. To date, \$300,000 in new gifts and pledges have been received toward the goal of establishing a \$1.6 million endowment (total gifts and pledges currently exceed \$500,000).



## Cultural Contributions

### University of Maine Museum of Art (UMMA)

- UMMA organized seven original contemporary art exhibitions featuring artists of national and international reputation, as well as six exhibitions highlighting the permanent collection. *From Piranesi to Picasso* showcased 70 of the finest works from the collection and *Looking Back Six Years: Part One and Part Two* featured a dynamic array of new acquisitions.
- Over 280 new works have entered the collection since 2008.
- The museum's significant increase in media coverage included reviews and articles in the *Portland Press Herald/Maine Sunday Telegram*, *Art New England*, *Bangor Daily News*, *Artscope* and *Maine Magazine*.
- The museum secured funding and completed conservation treatment on important works from the collection by Winslow Homer and Childe Hassam.
- UMMA continues to provide quality art educational experiences for school-age children and community members. More than 1,590 students participated in the UMMA on the Road program, featuring structured art lessons to underserved schools throughout Maine. UMMA's school tour program for K–12 students served 750 children. In addition, 756 individuals participated in the museum's diverse educational outreach programs, such as Art Factory Family Fun Days and New Year's Eve Art-Making Celebration.
- UMMA hosted conference events and its director served as a panelist for Maine Arts Commission's International Conference on the Arts. The Director also presented professional development sessions for the Chamber of Commerce's Building Bridges Program and the Bangor Region Leadership Institute.

### Collins Center for the Arts (CCA)

- CCA hosted the Bangor Region Chamber of Commerce's Business After Hours and the Maine Music Educators Association's 2014 Maine All State Festival, in addition to the 2013 Maine International Conference on the Arts, which provided resources and training for artists, arts administrators, arts educators and community leaders, and included over 30 professional development sessions, artist showcases and a nationally recognized keynote presenter.
- CCA was used by dozens of on- and off-campus groups and organizations for both performance and nonperformance-based activities. They included the Orono High School and Brewer High School graduations, Destination Imagination, concerts and performances (e.g. Bob Marley) and Top Hat Dance Recitals.
- CCA provides free tickets to families of active military, students (two per semester) and various entities holding fundraising events, as well as discounted tickets to local school groups and retiree gold card holders.

The University of Maine is truly an innovation and economic development engine for the state. As Maine's Flagship university, UMaine takes its leadership role seriously. The tremendous return on investment exemplifies UMaine's commitment to make the wisest use of Maine dollars to uplift not only the state's economy, but Maine's presence and competitiveness on national and international levels. It is a high priority and responsibility of the University of Maine to serve Maine in a fiscally healthy and sustainable fashion. Great strides have been undertaken through the Blue Sky Project to create and implement an integrated financial model that is responsive and responsible, allowing the University of Maine to continue serving Maine in its fullest capacity as Flagship.

# 2



## Securing Our Future

### Administration and Finance

The Division of Administration and Finance realized multiple achievements in FY14 toward the major goal of achieving financial sustainability through alignment with the Blue Sky Plan. Among the highlights:

- Auxiliary Services invested \$2 million in campus support services and an additional \$2 million in campus building renovations, and furniture and equipment replacements and upgrades.
- UMaine maintained a balanced Total University Budget (for all funds, including Educational & General (E&G), Auxiliary Enterprises, Maine Economic Improvement Fund (MEIF), Maine Agricultural and Forest Experiment Station (MAFES), and Cooperative Extension (UMCE)) of approximately \$347 million (with an E&G Budget of \$231 million), despite unbudgeted compensation increases and significant retroactive employee payroll payments.
- The Office of Facilities Management (OFM) successfully designed, constructed and managed over \$37 million in renovations and new building projects.
- OFM saved \$2.2 million in energy-related costs through strategic rate-reduction negotiations and campus efficiencies, resulting in more money being available for critical campus needs.
- UMaine achieved a 100% compliance rate in annual employee assessments.
- Human Resources supported and provided leadership for the annual Employee Recognition and Awards Ceremony, and honored retirees at the annual Retiree Banquet. Sixty-four employees were applauded for dedicating 25, 35 or 45 years of service to the university. Fifty-one retirees were congratulated and given a warm send-off.
- UMaine was named a green college for the fifth consecutive year by Princeton Review for outstanding commitment to sustainability.
- UMaine also celebrates its good standing status in the American College and University Presidents' Climate Commitment (ACUPCC) for the seventh consecutive year.
- UMaine received the highest honor of the Campus Safety, Health, and Environmental Management Association for its environmental, health and safety program. The Award of Honor was presented to Dr. Wayne Maines at the association's 60th annual conference in Orlando, Florida, July 16, 2013.
- Safety and Emergency Management (SEM) undertook a pilot project (through a shared services agreement) with the University of Maine System to provide safety support services to the other six UMS universities. The pilot project has been favorably received and reviewed.

### FY14 Goals Accomplished

- **Provide for a balanced budget while meeting strategic campus needs:** Strategic campus needs, unbudgeted compensation increases, and significant retroactive employee payroll payments were all met, while the total university budget remained balanced.
- **Ensure the successful implementation and evolution of the Blue Sky Plan, to include incentive-based programs, strategic initiatives, and identification of metrics:** All Administration and Finance Division units utilized the foundation of the Blue Sky Plan as a guide for planning, with several unit directors serving in critical roles on Pathway 2, 3 and 5 implementation teams. Efforts continue to identify quantifiable metrics and incentives for both research and academic units.
- **Determine the energy future for the campus, to include resolving LFG status and current rate case and wind energy plan:** Much has been done by way of energy-related efforts and accomplishments, in spite of the delayed LFG decision and unfunded wind energy grant proposal. Strategic negotiations in developing contracts for the purchase of natural gas, electricity, fuel oil and propane are saving the campus \$2 million annually.
- **Work to ensure that campus service needs are met through administrative reviews and outcomes-based budgeting:** Work on this initiative continues.
- **Work to ensure that campus service needs are met through bond packages:** The 2010 bond packages continue to be drawn down as work continues at the Advanced Structures and Composites Center.
- **Work to ensure the implementation of the five-year strategic campus IT plan:** Information Technologies, as part of the five-year strategic plan, a result of the administrative review, and to realize efficiencies, is now under the purview of the System Office. The Administration and Finance Division and the plan-established IT governance groups, the Strategic Committee for Information Technology and the Board for the Review of IT Effectiveness, are working collaboratively with UMSIT to ensure quality service support and fair cost accounting.
- **Work to put in place aggressive space and property planning for the campus with supporting ease-of-use processes:** Work on this initiative continues, following an office-use space study in fall 2013 and in support of the Board of Trustees' new focus on effective use of space.
- **Work to advance the five-year plan for the Collins Center for the Arts, to include a plan for the back of the house:** The Collins Center for the Arts underwent a transition this past year, due to a change in leadership. A new

- Executive Director and Associate Director have been hired, and strategic planning for the center is well under way.
- **Work to ensure the proper business support and practices in Athletics:** Budget and business planning meetings were held with all departments in Athletics, strengthening the unit for future growth.
- **Work to facilitate a smooth and successful first-year implementation of the Study Group contract:** International Study Center (ISC), developed according to the contract with Study Group, registered four students in fall 2013. ISC continues to grow through Study Group's strategic marketing and recruitment efforts, and expects to have a minimum of 30 students in its various semesters and pathways in fall 2014. ISC moved in April 2014 to the second floor of the newly renovated Estabrooke Hall.
- **Work to support the Lean process:** Human Resources appointed a half-time Lean Coordinator to provide awareness and training and project improvement services to the campus community. Four Lean projects have successfully been completed, with two being revisited for further measurable improvements, while two additional projects have just begun and four others are being scheduled. A five-year plan to implement Lean across campus is being developed.
- **Work to modernize the residential housing needs of the campus:** Various improvements to residence halls continued, including flooring replacements, bathroom remodels and window replacements, as well as improved lighting in public areas. Replacements of resident hall furniture included bureaus, chairs and mattresses.

### Initiatives to Increase Revenues

- Supported the Vice President for Enrollment Management in providing funding for recruitment efforts for out-of-state students and increasing merit awards, resulting in achievement of enrollment targets.
- Worked with the Vice President for Research to increase sponsored proposal submissions, and accepted and funded proposal to hire two grant consultants in FY15 to help principal investigators secure sponsored funding.
- Continued to develop with the Vice President for Advancement the next capital campaign to secure funding for UMaine operations aligned with the Blue Sky goals and the upcoming sesquicentennial.
- Supported the Chancellor's initiative to further grow the out-of-state student population via International Study Center.

### IN THIS CHAPTER

- Administration and Finance
- Enrollment Management
- Advancement
- Research
- Innovation and Economic Development
- Cooperative Extension



### Initiatives to Increase Fiscal Efficiency

- Through several iterations of budget reallocation meetings with the President, Provost, Senior Vice President for Administration and Finance, and Associate Vice President for Financial and Budget Services, areas on campus not considered core mission activities were identified and subsequently eliminated, a process that will continue into FY16.
- Auxiliary Services implemented a reorganization of several key staff to create a business support service group to provide a more robust financial oversight, ensuring proper and efficient policies and procedures in the areas of accounts payable/accounts receivable, cash management, reconciliation, reporting, forecasting and planning.
- Concessions options were expanded for both football and hockey, which include the use of iPads and other mobile devices for fan conveniences.
- IT repair shop was closed as a result of a five-year review. The closure of the underused service will generate an E&G savings of \$137,000 annually.
- Reorganizations in UMHR and the transition from on-campus EAP to Cigna EAP, all while maintaining quality service to the campus, displaced two to three staff members to open positions or retirement, and provided \$230,000 in savings.

- Recent strategic initiatives of the University of Maine System in Procurement and IT led to the decision to consolidate the Computer Connection store with the University Bookstore. This integration of stores should result in a savings of over \$140,000 annually.
- Purchase of a second ambulance (\$91,000) allowed additional billable services of approximately \$21,000 yearly and resulted in savings to the Athletics Department in excess of \$12,000 annually for required NCAA event coverage.
- Bursar's Office reduced the overall cost of distributing financial aid to students by implementing direct deposit disbursements. The number of manually prepared checks was reduced by 47%.
- OFM's operations continue to reduce the need for costly repairs to aging equipment by effectively utilizing the vehicle and equipment replacement program.
- OFM has worked to reduce the hours of contracted tradesmen for renovations and renewal project work through efficiencies in schedule coordination.
- Two LED lighting projects were implemented, utilizing the Green Loan Fund, saving over \$11,000 annually.
- The Security Department supported the campus sustainability program through the following measures, including lights turned off (saving an estimated \$184,829), temperature conservation, plumbing conservation, open window conservation, open door conservation, flood conservation and leak conservation.
- The Security Department handled 118,707 security intervention incidents from June 1, 2013 to May 22, 2014, yielding a savings of \$71,750.
- Much has been done by way of energy-related efforts and accomplishments, in spite of the delayed LFG decision and unfunded wind energy grant proposal.

### Natural Gas

- Negotiated a natural gas utility rate contract for the Central Steam Plant, saving approximately \$1 million annually relative to the tariff rates.
- Leveraged the natural gas contract pricing to achieve a savings of \$252,000 through switching fuels during periods of peak natural gas price volatility.
- Intervened in the Bangor Gas Company's Rate Case at the Maine Public Utilities Commission (MPUC) that seeks to extend its Alternative Rate Plan for 10 years, which will directly impact UMaine.

### Electricity

- Negotiated electric utility special rate contract, with annual savings of approximately \$400,000 relative to the tariff rates. A three-year extension of this special rate contract is currently before MPUC.
- Competitively procured an electricity supply contract that has secured cost savings relative to market conditions of approximately \$600,000 and has provided a hedge against risks associated with market uncertainty.

### Fuel Oil and Propane Contracts

- Developed standardized contracts for fuel oil and propane, which expedite the energy fuels procurement process and ensure vendor compliance with UMaine's service stipulations.

### Other Measures Supporting Financial Sustainability

- Auxiliary Services, as part of right-sizing efforts for family housing options, completed the demolition of the nine buildings at University Park slated for removal, thereby reducing excess space by nearly 20,000-square-feet.
- Human Resources continues to support the Image Now project, developed as a collaborative effort with UMSHR and has now been adopted systemwide.

- Human Resources and other division offices, via the Lean process, continue reexamining transactional tools, such as forms and related documentation, to reduce redundancy and increase efficiency.
- The Sustainability Office is working with the UMS Board of Trustees Investment Committee to align UMaine's investment portfolio with its environmental, social and governance goals.
- The academic diving partnership between SEM and the College of Natural Sciences, Forestry, and Agriculture continues to help the School of Marine Science grow. The School of Marine Sciences will welcome a large incoming class in fall 2014. The SMS491-Basic Scuba noncredit bearing academic program, funded by SEM and now in its third year, is in high demand and serves as a valuable recruiting tool for UMaine's marine program.
- For the past 10 years, SEM has been actively involved in developing a systematic approach for implementing injury and illness reduction strategies at UMaine, including the Pre-Employment Exam Program, Job Description Review, Ergonomics Program, Job Hazard Analysis, DOL/OSHA Record Keeping, Injury/Illness Investigation, Supervisor Training, and Support for Workers Compensation Case Management. The results are significant decreases (\$1 million) in Workers Compensation costs.





## Enrollment Management

The Division of Enrollment Management was established in a time of declining enrollment, limited funding, flat state appropriation and low staff morale. This challenging environment has provided the university with an opportunity to reevaluate processes and prioritize efforts. FY14 represents the second year that the strategic “Maine-Sizing the Flagship” enrollment management plan has been implemented, in order to achieve the goals set forth in the Blue Sky Project. The following goals, accomplishments, challenges and future directions are selected in the context of the Blue Sky Plan and the enrollment management strategic plan.

### Design an Inclusive and Integrated Implementation of the Blue Sky Plan

- July 2013 — Increased applicant pool by expanding the student search program beyond New England to cover the mid-Atlantic region and California.
- August 2013 — Office of International Program moved under the Division of Enrollment Management, beginning an internal effort to increase the international student population.
- September 2013 — UMaine achieved its largest ever incoming first-year class of 2,166 students, with a record increase of out-of-state and underrepresented students. Results can be mainly attributed to the partnership between the divisions of Enrollment Management and Marketing and Communication in creating the digital and traditional collateral that has dramatically increased student interest in the university.
- December 2013 — Partnered with the Graduate School to conduct the university’s first inquiry and application generation campaign for graduate programs using regional GRE and GMAT search lists.
- March 2014 — Managed and completed the university’s first pay-per-click campaign for four select online graduate certificate programs (gerontology, engineering and business, digital curation and bioinformatics), generating 129 inquiries in six months.
- April 2014 — Began implementation of Target X, a CRM industry leader for email campaigns and online inquiry, territory and event management.
- May 2014 — Achieved the largest one-year application growth (24%+) in the university’s history, with a projected first-year class that will also be the second-largest ever.
- June 2014 — Procured a retention system for the university to coordinate efforts to increase retention and graduation rates.

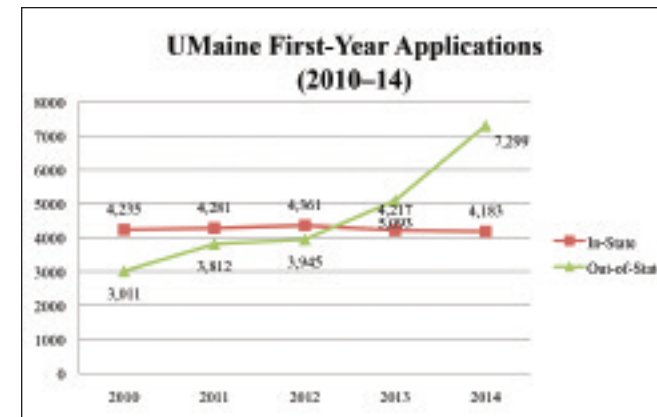


Figure 1 Over the course of three years, 2012–14, the University of Maine achieved a 91.5% growth in out-of-state first-year applications.

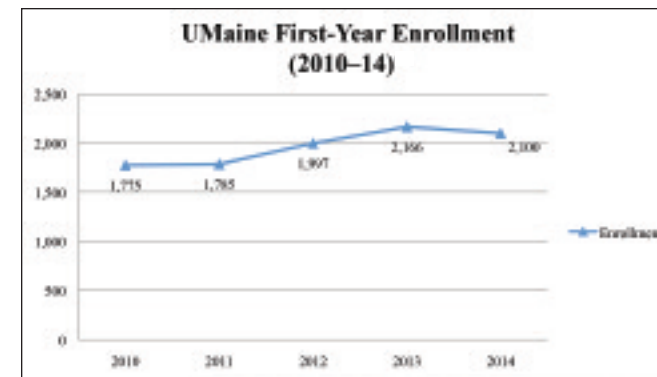


Figure 2. Under the leadership of President Paul Ferguson, first-year enrollment increased by 17.4%, despite steep declines in traditional students in the Northeast. The fall 2014 incoming first-year class is projected to be approximately 2,100 students, the second-largest in UMaine history. In addition, there was a significant change in the residency mix; as of fall 2014, out-of-state students represented 40% of the first-year class, compared to 21% in fall 2010. This growth in out-of-state students was particularly accelerated during 2012–14, marking the success of the enrollment management strategies implemented under the Blue Sky Plan.

### Noteworthy points of pride:

- *Creating Collaborative Relationships*
  - Provided expertise and leadership to the University of Maine System on the selection and implementation of Target X, a constituent relationship management system.
  - Provided guidance to UMaine and other UMS campuses on retention initiatives and early-warning systems.
  - Collaborated with USM on the development of systems and processes related to course and classroom scheduling, in order to improve student success.
- *Enrollment Management FY14 Unit Major Achievements*
  - Admissions and Recruitment: The new incoming class for fall 2013 totaled 2,166 first-year and 454 new transfer students, representing an 5.3% increase in new undergraduate head count, compared to the previous year. The percentage of new out-of-state undergraduate students also increased.
  - Student Financial Aid: Generated 10,642 first-year award packages, an increase of 24% over last year. Implemented financial literacy training to help students manage educational debt load, resulting in 2,357 students completing the online training.
  - Student Records: Completed a major reorganization, with substantial changes to staffing and a new reporting structure that will improve services across campus. Significant improvement have been made to the Degree Progress Report feature in MaineStreet, which is expected to impact retention and graduation outcomes.
  - International Recruitment and Services: Increased the number of international students on campus by 11% compared to the previous year, due to improved outreach and targeted marketing. Successfully integrated the Study Group International Study Center into UMaine’s administrative operations.



## Advancement

The primary FY14 goal for UMaine's Advancement Partners was to seek financial support for priorities emerging from the Blue Sky strategic planning process, as well as engagement opportunities for alumni and friends who want to invest in the university's future.

The overall fundraising goal was to maintain a post-Campaign Maine (2005–11) average of \$20 million donated annually to UMaine partners and units, versus the \$14 million given, on average, during each of the six years prior to the campaign.

The total raised in new gifts and pledges during FY14 was \$20,162,301 as compared with last year's total of \$17,839,443. The three-year, post-campaign total stands at \$60,645,854 against an unofficial goal of \$60 million.

Other FY14 highlights include:

- Combined UMaine endowments are at an all-time high of \$252,304,438.
- 1,580 first-time donors made gifts totaling \$788,555. Each new donor, regardless of the gift amount, received a thank you call from a student.
- A \$603,000 endowed student loan fund was created.
- \$2.5 million in endowed scholarships were donated.
- The first comprehensive annual report of contributions in a decade was compiled and produced. Advancement partners also coordinated events, publications, research, database management and constituent engagement initiatives.
- The Advancement team worked with the President, Provost and Deans to translate Signature and Emerging Areas of Excellence priorities into a preliminary case for support.



- A Sesquicentennial Celebration Concept Committee produced recommendations on how to celebrate 150 years of UMaine's impact on the citizens of Maine and beyond.
- Fundraising was completed for the Paul J. Mitchell Batting Pavilion, the Emera Astronomy Center, and the Phillip and Susan Morse high-definition video scoreboard on Morse Field in Alford Sports Stadium.



## Research

As Maine's primary national research university, UMaine has a deep commitment to securing external funding for research and scholarly activity as a major emphasis of faculty, staff and administration. The success of earning an international reputation for excellence in research at this level requires significant focus, expertise and financial support to ensure implementation of research. Securing extramural funding is an essential task for all research universities, and one the University of Maine has achieved with distinction.

FY14 can be summarized as a year of both growth and change for the Office of the Vice President for Research (OVPR). Dr. Carol Kim was named Vice President for Research in September 2013. This change provided new opportunities to highlight the importance of research at the state's Flagship and primary doctorate-granting institution. Four major goals were accomplished in the Office of the Vice President for Research over the past year. Collectively, these four goals were designed to enhance research, scholarship and creative activity at the University of Maine:

**360-Degree Review of the Office of the Vice President for Research:** This review resulted in changes in OVPR personnel, use of the UMaine HR Lean Process to improve efficiencies, and assessment of potential sources of cost savings in Research Center budgets.

**Blue Sky Pathway Goals Assigned to the Division:**

Integration of Blue Sky Research Initiatives was reviewed and implemented, including reorganization of the Office of Innovation and Economic Development, review of indirect cost policies with faculty and staff, and reinvestment of Faculty Research Funds to incentivize interdisciplinary collaboration.

**The Office of Research and Sponsored Programs (ORSP) provides essential pre-award, post-award, compliance and information services to faculty and staff:** The National Council of University Research Administrators reviewed ORSP in July 2014 to assess efficiencies and recommend any improvements to the grants infrastructure to better serve UMaine faculty, staff and students.

**Maine EPSCoR at UMaine:** Oversees and implements the state's National Science Foundation-funded Experimental Program to Stimulate Competitive Research (EPSCoR). Since 1980, Maine has received over \$62 million in such funding. The state's newest 2014 EPSCoR grant, Sustainable Ecological Aquaculture Network (SEANET), will provide \$20 million over the next five years to mobilize statewide coastal science expertise and resources in order to focus on the interdependencies and sustainability of coastal ecosystem services, urbanization, commercial fisheries, aquaculture developments and coastal recreation. This grant will use Maine's 3,500-mile coastline as a living laboratory to study physical oceanography, and biophysical, biogeochemical, socioeconomic, and policy interactions that have local, bioregional, national and global implications.

**NEST Grant with the University of New Hampshire:**

The National Science Foundation funded a new three-year project to support the development of a New England Sustainability Consortium (NEST). NEST, a joint project led by UMaine and the University of New Hampshire, aims to mobilize the collective capacity of New England universities and colleges to strengthen connections between science and decision making. NEST focuses on research related to protecting safe beaches and shellfish consumption in Maine and New Hampshire. This research supports the study of interactions between watershed processes and human activities that contribute to increased risk from exposure to microbial pathogens in coastal waters.

**Sustainability Solutions Initiative (SSI):** Maine EPSCoR at the University of Maine is wrapping up a five-year, \$20 million infrastructure improvement award to support advancing knowledge in the new field of sustainability science, and putting that knowledge into action by helping Maine communities solve urgent problems at the intersection of economic, social and environmental issues. SSI is among the nation's leaders in sustainability science, with 108 faculty collaborating in 20 interdisciplinary teams. The teams are working on key sustainable issues, including renewable energy development, urban planning, water resources management, invasive species management and the future of Maine's North Woods.

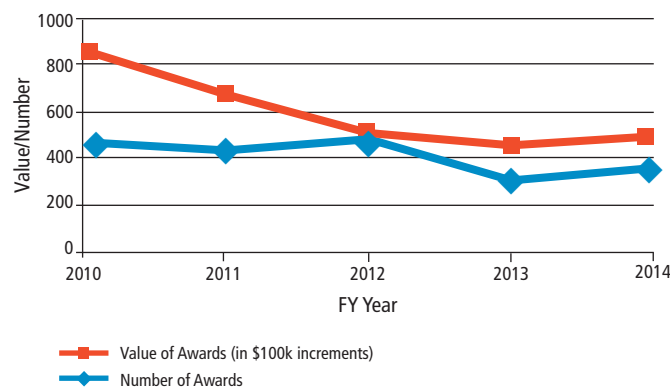
**Research Awards for FY14**

Research Centers	\$19,290,541
Center for Research in STEM Education	\$6,333,216
Advanced Structures and Composites Center	\$2,785,411
Climate Change Institute	\$1,965,072
College of Natural Sciences, Forestry, and Agriculture	\$17,266,085
Maine EPSCoR	\$3,000,000
College of Engineering	\$6,126,018
Cooperative Extension	\$2,583,885
College of Liberal Arts and Sciences	\$9,144,811
College of Education and Human Development	\$2,928,101

In FY14, UMaine submitted 571 proposals and received 363 awards (an increase of 11% from 328 awards in FY13) involving 265 faculty and staff. UMaine research expenditures (includes external sponsor funding, indirect costs, university direct and indirect cost shares, and MEIF funding) increased by 13% from \$84,804,280 in FY13 to \$95,851,409 in FY14. The calculated return on investment in FY14 (dollars received from extramural sponsors/university cost share) was 6.57 (an increase from 5.0 in FY13).

**Vision for the Future of Research and Graduate Education:** Following substantive campus discussions led by the Provost and the Vice President for Research, on July 1, 2014, the Graduate School will transition into the Office of the Vice President for Research, integrating the title to Vice President for Research and Dean of the Graduate School. This will more appropriately and effectively link graduate education and research to promote better support and coordination for graduate students and graduate programs.

**Number and Value of Awards FY10–14**



**Aging Initiative:** Maine's aging population is an asset for the state. UMaine possesses tremendous capacity across a range of disciplines and professions to promote economic, cultural and social vitality in response to population aging generally and, specifically, with regard to growing old in the state. UMaine is committed to mounting an organized, multi-disciplinary research response to the state's aging imperative. The Office of the Vice President for Research, in collaboration with the UMaine Center on Aging, will mobilize faculty across campus to connect to the Aging Initiative through research and scholarship. Our efforts, in partnership with private businesses and industry, nonprofit organizations, government agencies, private foundations, and Maine citizens, will focus on creating a research incubator that transcends the boundaries of traditional disciplines and professions, potentially integrating: the social, health, physical, computational, and biomedical sciences; engineering, economics, public policy, business, mathematics, and the arts and humanities. Through the aging initiative, UMaine can contribute to a multitude of discoveries and advances that will promote quality of life in old age, including:

- Alternative models of transportation and mobility enhancements.
- Designs for safer, and more maneuverable and accessible living spaces.
- Technology for maximizing communication, slowing memory loss, and reducing social isolation.
- New conceptions of elder leadership/mentorship in volunteering, civic engagement, life-long learning, and initiatives in the arts and humanities.
- Alternative modes of teaching and learning to maintain the creative process over the life span.



**Innovation and Economic Development**

The Vice President for Innovation and Economic Development has worked closely with the University of Maine System to develop performance metrics for research and economic development. The Office of Innovation and Economic Development (OIED) promotes and optimizes impacts of research on economic development and commercialization activities.

**Department of Industrial Cooperation**

UMaine's Department of Industrial Cooperation (DIC) provides access to the people, skills, equipment and facilities necessary for problem solving, and research and development to companies in many different industries. DIC helps UMaine achieve its goals of research and public service, while avoiding conflicts of interest with the private sector and ensuring that the university is compensated for private use of its state-supported resources. DIC arranges all fee-for-service work, matching companies with the appropriate UMaine expertise and facilities.

Revenues from industrial projects in FY14 were \$4,371,999, which is an increase of \$215,815 in revenue over last fiscal year. Of the total revenue, 45% (\$1,948,777) came from Maine companies, and 55% (\$2,423,222) came from out-of-state companies. The number of industrial projects increased from 407 in FY13 to 500 in FY14.

**Foster Innovation Center Revenue**

- Corporate Training — \$9,600
- Summer Camps/Fairs — \$1,540
- Innovation Engineering Direct Licensing — \$93,000 (split with Eureka! Ranch)
- Innovation Engineering Materials (UMaine) — \$25,000
- Innovation Engineering Materials (other campuses) — \$21,500 (split with Eureka! Ranch)

**Current Grants**

- Blackstone Accelerates Growth (FY12–14) — \$1,783,000
- Strategic Investment Fund (FY13) — \$432,500 carried over through FY14

**Target Technology Center**

**Target Business Incubator Tenants** include Advanced Infrastructure Technologies, Zeomatrix, Cerahelix, Environetix, Double Blue Sports Analytics and High Touch Digital.

**Target Business Incubator Affiliates** include Compotech, Knife Edge Productions and Pelletco.

Offered Top Gun entrepreneurship training in partnership with the Maine Center for Entrepreneurial Development.

**The 2014 Bangor Region Class** includes Loyal Biscuit Company, Begin the Dance, Genotyping Centers of America, Specialty Sweets, OATs Anytime, Northern Maine Distilling Company and Juice Cellar.

Target counseling sessions included over 90 unique entrepreneurs and companies, and approximately 50 attended workshops and seminars ranging from social media to project management.

**Revenue Target Center**

- Affiliates Revenue — \$1,800
- MeBIS Revenue — \$6,500
- Top Gun Revenue — \$23,500

**Current Grants**

- MeBIS — \$97,453 (UMaine portion)
- Target Management Grant — \$55,650

Department of Industrial Cooperation Revenue  
July 1, 2013–June 30, 2014

Department	Individual	Industry	Local Govt	State Govt	Fed	University	Nonprofit	Total Amount	Projects	Clients
Advanced Structures and Composites	\$20,947	\$839,995.96				\$11,590	\$150,000	\$1,022,532.96	60	48
Advanced Manufacturing Center	\$1,070.71	\$242,070.46						\$243,141.17	46	26
Animal and Veterinary Sciences		\$57,368.55					-\$3,554.35	\$53,814.20	3	3
Center for Cooperative Aquaculture Research		\$56,496.34				\$630	\$5,844.65	\$62,970.99	8	7
Chemical and Biological Engineering	\$5,600	\$294,756.44						\$300,356.44	14	10
Civil and Environmental Engineering		\$3,773.64						\$3,773.64	1	1
College of Natural Sciences, Forestry, and Agriculture		\$13,671.16						\$13,671.16	1	1
Cooperative Extension		\$182,794.78					\$17,395.05	\$200,189.83	8	8
Earth Sciences						\$602.95		\$602.95	1	1
Food Science and Agriculture		\$9,212				\$300		\$9,512	3	3
Forest Bioproducts Research Initiative		\$51,263.49						\$51,263.49	8	8
Foster Center for Student Innovation		\$12,266.79		\$1,350		\$59,759.86	\$338,078.23	\$411,454.88	38	21
Industrial Cooperation		\$29,702.96						\$29,702.96	26	23
Laboratory for Surface Science and Technology	\$1,372.25	\$40,468						\$41,840.25	11	7
Mechanical Engineering		\$126,502.30						\$126,502.30	5	3
Molecular and Biomedical Sciences		\$38,859.11					\$2,734	\$41,593.11	3	3
Physics and Astronomy	\$637.50	\$500						\$1,137.50	2	2
Plant Soil and Environmental Sciences		\$725						\$725	1	1
Pulp and Paper Process Development Center	\$1,5071.63	\$1,035,991.82				\$23,626.08	\$4,966.83	\$1,066,092.36	243	175
School of Biology and Ecology		\$7,874.48						\$7,874.48	2	2
School of Computing and Info. Science			\$200					\$200	1	1
School of Economics (Natural Sciences)		\$12,013.93						\$12,013.93	1	1
School of Forest Resources		\$7,127						\$7,127	3	1
School of Marine Sciences		\$660,708.48		\$295			\$2,903	\$663,906.48	11	8
<b>TOTAL</b>	<b>\$31,135.09</b>	<b>\$3,724,142.69</b>	<b>\$200</b>	<b>\$1,645</b>		<b>\$96,508.89</b>	<b>\$518,367.41</b>	<b>\$4,371,999.08</b>	<b>500</b>	<b>364</b>
<b>Total Amount Invoiced (Cleared)</b>	<b>\$4,371,999.08</b>									
<b>Number of Clients</b>	338 (Some clients are counted in more than one department)									
<b>Number of Projects</b>	500									

Intellectual Property revenue \$96,726 (total includes reimbursed patent expenses)

Invention Disclosures  
11, Compared to 8 FY13

High-Efficiency Production of Nanofibrillated Cellulose
Budworm Host Vulnerability Maps
Composite Hybrid Wind Turbine Tower Assembly and Construction Method
LobsteRx
Calibrated Paint Matching Application
Hydrocolor: A Water Quality Application
Microfluidic Paddle Wheel Mixer and Mill
A Rapid Method for the Selective Detection of Live Brettanomyces Yeasts in Wine
Assistive Jogger
Pet Waste Bag
Wave Rider Buoy with Integrated Motion Compensation for Remote Wind Sensing Equipment and Other Advanced Sensors
Wood Composite Structures Bound by Cellulose Nanofibers
Microscope Illumination System (USM)

Disclosures by Department

Advanced Structures and Composites Center	Composite Hybrid Wind Turbine Tower Assembly and Construction Method
Animal and Veterinary Sciences	LobsteRx
Civil and Environmental Engineering	Wave Rider Buoy with Integrated Motion Compensation for Remote Wind Sensing Equipment and Other Advanced Sensors
Laboratory for Surface Science and Technology	Microfluidic Paddle Wheel Mixer and Mill
Marine Sciences	Calibrated Paint Matching Application Hydrocolor: A Water Quality Application A Rapid Method for the Selective Detection of Live Brettanomyces Yeasts in Wine
Pulp and Paper Process Development Center	High-Efficiency Production of Nanofibrillated Cellulose

Patent Applications

Title	Tech ID	Application Type	Filing Date
Biodegradable Materials and Methods of Making the Same	2010-26	United States	Sept. 24, 2013
Radio-Frequency Ionization of Chemicals	2010-08	PCT	Sept. 13, 2013
Polymeric Composite Materials and Methods of Making Them	2012-16	PCT	May 30, 2014
Extraction of Lignocellulosics for Production of Fibers and a Precipitate-Free Hemicellulose Extract	2012-14	PCT	Feb. 7, 2013
Modified Prehydrolysis-Kraft Pulping Without Formation of "Sticky Lignin" in the Pre-Hydrosate	2012-14	U.S. Provisional	Sept. 17, 2013
Improved Methods of Cancer Detection	2012-17	PCT	April 23, 2014
Cellulose Nanofibrils Reinforced Polypropylene Nanocomposites: Mechanical and Morphological Properties	2013-02	U.S. Provisional	July 18, 2013
Systems And Methods For Interference Mitigation In Passive Wireless Sensors	2012-24	U.S. Provisional	Aug. 29, 2013
Synthesis of Bacterial Cellulose In Low-Cost Culture Medium Using Hot Water Extracted Wood Sugars	2013-10	U.S. Provisional	March 12, 2014
Wind Turbine Tower Assembly And Construction Method	2014-05	U.S. Provisional	Feb. 28, 2014
Wind Turbine Platform Mooring And Construction	2012-04	U.S. Provisional	Feb.6, 2014
Potato Af3001-6 (Easton)	2012-21	U.S. Plant	Jan. 7, 2014
Potato Af0338-17 (Sebec)	2012-20	U.S. Plant	Jan. 7, 2014
Floating Wind Platform And Controls		U.S. Provisional	Sept. 24, 2013
Composite Structural Member		United States	Sept. 9, 2013
Remote Wind Resource Assessment	2013-14	U.S. Provisional	Aug. 12, 2013
Coating Formulation To Develop Micron Sized Laser Induced 3-D Fluorescent Active Structures	2013-11	U.S. Provisional	Aug. 13, 2013
Illumination System (USM)	2013-14	U.S. Provisional	Aug. 12, 2013

Issued Patents

Ring Grating Spectrometer	8717560	May 6, 2014
Thermoplastic Composites Containing Lignocellulosic Materials	2346929 Europe	Feb. 12, 2014
Edge Reinforcement of Structural Panels Keeps Out Moisture	2545216 Canada	Feb. 11, 2014
Process For Producing Carbon Nanotubes And Carbon Nanotubes Produced Thereby	8632744	Jan. 21, 2014
Coated Wood Products For Ballistic Resistance	8596018	Dec. 3, 2013
Method of Forming a Composite Structural Member	8591788	Nov. 26, 2013
Composite Structural Member	8522486	Sept. 3, 2013
Container Security System With Conductive Grids and Bypass Resistors	8487763	July 16, 2013
Sheet Piling For Retaining Walls With Columnar Voids	2549939 Canada	July 7, 2013
Process of Treating A Lignocellulosic Material With An Alkali Metal Borate Pre-Extraction Step	8475627	July 2, 2013



## Cooperative Extension

### Financial Sustainability

- Student Credit-Hour Production.**

While UMaine Extension does not directly generate tuition, external revenue generated during FY14 equates to tuition and fees for approximately 773 undergraduate in-state students.

- Research Funding**

Project	Funder	Applied Research	Programming	Total
Expanded Food and Nutrition Education	United States Department of Agriculture		\$499,043	\$499,043
Senior Companion Program	United States Corporation for Community and National Service		\$334,165	\$334,165
Waldo Maine Families	Maine Department of Health and Human Services		\$312,150	\$312,150
Maine Healthy Beaches	Maine Department of Environmental Protection		\$174,999	\$174,999
Tech Wizards	National 4-H Council		\$164,000	\$164,000
Improving Winter Grain Yields	United States Department of Agriculture	\$135,726		\$135,726
Pesticide Education — BPCIPM	State of Maine		\$135,000	\$135,000
C0311 in-feed treatment to prevent/reduce mortality of Atlantic salmon due to ISAV infection	Natural MA Inc.	\$113,983		\$113,983
Renewable Resources Extension Act	United States Department of Agriculture		\$65,542	\$65,542
Pesticide Education — Small Fruit	State of Maine		\$50,000	\$50,000
Pesticide Education — Blueberry	State of Maine		\$50,000	\$50,000
Environmental Living and Learning for Maine Students: the ELLMS Project	JT Gorman Foundation		\$39,000	\$39,000
Youth Voice, Youth Choice	Wal-Mart Foundation / National 4-H Council		\$35,000	\$35,000
Fostering New Ways of Communicating	United States Department of Agriculture — SARE		\$34,253	\$34,253
Building a Coherent STEM Infrastructure in Rural Communities	National Science Foundation		\$29,967	\$29,967
ME 2014 4-H Military Partnership Grant	Kansas State University		\$18,000	\$18,000
Senior Companion Program	Maine Department of Health and Human Services — Office of Aging and Disability Services		\$14,340	\$14,340
Becoming a Outdoor Women	Maine Department of Inland Fisheries and Wildlife		\$10,000	\$10,000

Project	Funder	Applied Research	Programming	Total
Detection of Toxins in Contaminated Maple Syrup	North American Maple Syrup Council, Inc	\$9,245		\$9,245
Exotic Lepidopteran Pest Survey	United States Department of Agriculture	\$8,103		\$8,103
Food Corps Maine	Jane B. Cook 1992 Charitable Trust		\$8,000	\$8,000
Scholastic Shooting Trust Fund Support	Midway USA Foundation		\$7,898	\$7,898
Senior Companion Program	United Way of Eastern Maine		\$6,603	\$6,603
NRAF Equipment grant	National Rifle Association Foundation		\$5,000	\$5,000
Assessing Flower Preferences	New England Floriculture	\$4,880		\$4,880
Maine Farm Stories (faculty research award)	UMaine President's Office	\$3,715		\$3,715
Dining with Diabetes Down East	Healthy Acadia		\$3,500	\$3,500
Unlocking Higher Cranberry Yields with Boron	Maine Department of Agriculture	\$2,070		\$2,070
Cumberland County 4-H Robotics	Perloff Family Foundation		\$868	\$868
Hancock County 4-H Robotics	Perloff Family Foundation		\$867	\$867
<b>TOTALS</b>		<b>\$277,722</b>	<b>\$1,998,195</b>	<b>\$2,275,917</b>

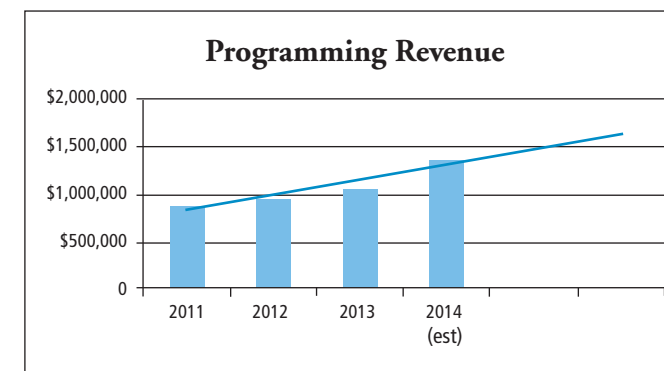
- Revenue Centers**

- *Federal formula funding:* This year the value of the federal/state partnership in disseminating Cooperative Extension activities was reaffirmed in the five-year Farm Bill, and as a funding component in federal and USDA budgets. Smith-Lever funding levels were restored to pre-sequester levels. Overall federal funds were approximately \$3,116,000.

- *Publication sales:* \$12,782

- *Camp Revenue:* Tanglewood and Blueberry Cove, \$649,189, Bryant Pond, \$426,500

- *Program Revenue:* Revenue generated from programming fees is trending up.



### County funding for local Extension operations: \$926,503

Androscoggin	\$43,568	Oxford	\$109,364
Aroostook	\$66,330	Penobscot	\$60,000
Cumberland	\$123,109	Piscataquis	\$17,500
Franklin	\$42,765	Sagadahoc	\$30,187
Hancock	\$73,200	Somerset	\$55,627
Kennebec	\$35,705	Waldo	\$40,825
Knox	\$62,500	Washington	\$40,000
Lincoln	\$48,823	York	\$77,000

The collaborative effort of the entire university is evident throughout this chapter. The financial climates of the state and nation have weighed heavily on all members of the university community, but by developing and integrating the Blue Sky Financial Model at every level, the university has achieved balanced budgets, often with a modest surplus, while continuing to grow and invest in the future.

# 3



## Embracing a Culture of Excellence

This focus, driven by Blue Sky Pathway 3, is intended to encourage and build a culture of excellence in all that the University of Maine strives for and accomplishes, especially in the personal and professional development of UMaine

faculty and staff, who form the backbone of the university community. This process was primarily directed by the divisions of Marketing and Communications, which facilitated and refocused messaging and communications, bringing the UMaine community together; Human Resources, which led substantive personnel improvement policies and opportunities; and Academic Affairs, which helped define professional faculty development paths.

In 2013–14, significant progress was achieved in establishing new leadership and organization within the university to promote a culture of excellence, and new programs were established to facilitate the culture of excellence and pride.

### New Senior Leadership Team Members

This past year witnessed a significant number of changes in leadership at the University of Maine due to new professional opportunities. President Paul W. Ferguson was named the 15th President of Ball State University on May 22, 2014, and facilitated the transition to UMaine's 20th President Dr. Susan J. Hunter, who assumed office on July 7, 2014. Judy Ryan became UMaine Vice President for Administration and Finance on April 28, 2014, replacing Janet Waldron, who became the Vice Chancellor for Finance at the University of North Texas System. Megan Sanders joined the President's Cabinet as Vice President for Human Resources. Karlton Creech was named the new Director of Athletics February 10, 2014. Dr. Emily Haddad became the new Dean of the College of Liberal Arts and Sciences on July 28, 2014.

Associate Provost and Dean of Lifelong Learning Lu Zeph returned to her position as Director of the Center for Community Inclusion and Disability Studies. The responsibilities of this position were re-conceptualized and an expedited search conducted. The new position, Associate Provost for Lifelong Learning, was filled by Dr. Monique LaRocque on July 1, 2014.

Each of these individuals brings substantive experience to the UMaine family and demonstrates great enthusiasm for their respective positions. They will provide results-oriented leadership within the context of Blue Sky thinking.

In fall 2013, the need to grow enrollment in graduate programs was identified as a priority. Working with Vice Presidents Carol Kim and Jimmy Jung, an evaluation of the organization of the Graduate School and its relations to Enrollment Management and the Office of Research was conducted. A plan for reorganization was developed and presented to an Academic Affairs Faculty Forum on Research and Graduate Education on March 31, 2014. Feedback and suggestions on the reorganization plan were gathered from the faculty. Based on affirmation of the plan, the new organization will include:

- Elimination of Associate Provost and Dean of Graduate Studies position.
- Modification of Vice President for Research position and to Vice President of Research and Dean of Graduate Studies, with appropriate modification of responsibilities.
- Creation of Associate Vice President for Research position.
- Creation of Coordinator of Graduate Enrollment position (this position is funded with reallocation of funds from Enrollment Management).

- Dr. Rhian Waller, Marine Sciences, elected Fellow of the Explorers Club.
- Dr. Elizabeth Depoy, Social Work, UMS Trustee Professorship, 2013–14
- Dr. Benildo de los Reyes, Biology and Ecology, International Collaborative Research Award from the National Institute of Genetics, Mishima, Japan.
- Dr. Harold Dowse, Biology and Ecology, the Outstanding Paper of the Year in Experimental Gerontology.
- Dr. Michelle Smith, Biology and Ecology, co-author of a paper selected as an Editor's Choice in Science: Smith MK, Jones FHM, Gilbert SL, Wieman C. 2013. The Classroom Observation Protocol for Undergraduate STEM (COPUS): A new instrument to characterize university STEM classroom practices. *CBE-Life Sci Educ* 12(4):618-627.
- Dr. Susan Brawley, Marine Sciences, and Dr. Mary Tyler, Biology and Ecology, ADVANCE Career Recognition Awards.
- Dr. Allan Smith, Communication Sciences and Disorders, the Bette Ann Harris Distinguished Alumni Award, Massachusetts General Hospital Institute of Health Professions.
- Dr. Kathleen Bell, Economics, Outstanding Service, Northeastern Agricultural and Resource Economics Association.
- Dr. Vivian Wu, Food and Agriculture, selected as Spotlight Scientist by Center for Produce Safety, University of California, Davis.
- Dr. Robert Wagner, Forest Resources, the Abby Holman Public Service Award, Maine Forest Products Council, and the college's Outstanding Public Service Award.
- Dr. Michael Kinnison, Biology and Ecology, the college's Outstanding Teacher Award.
- Dr. Peter Jumars, Marine Sciences, the college's Outstanding Researcher Award.
- Dr. Lee Karp-Boss, Marine Sciences; Dr. Robert Lilieholm, Forest Resources; Dr. Kathleen Bell, Economics; Dr. Denise Skonberg, Food and Agriculture; Dr. Richard Wahle, Marine Sciences; Dr. Jasmine Saros, Biology and Ecology/Climate Change Institute; Dr. Gayle Zydlewski, Marine Sciences, Dr. Aaron Weiskittel and Dr. Jessica Leahy, Forest Resources, selected for the UMaine Blue Sky Faculty Fellows Program.
- Dr. Jennifer Middleton, Social Work, the Emerging Practice-Research Scholar Award, Silberman School of Social Work at Hunter College.

### Faculty Achievements

#### Business

- Dr. John Mahon, Management, delivered the 2014 Corporate Public Affairs Oration at the Corporate Public Affairs Centre in Melbourne, Australia (June 2014).
- Dr. Terry Porter, Management, spent the spring 2014 semester at the University of Cardiff as a Fulbright Scholar researching business approaches to sustainability (spring 2014).
- Dr. Robert Strong, Finance, elected Chair of the Board of Directors of Bangor Savings Bank.
- Lecturer Paul Myer serves as Entrepreneur in Residence with the Maine Technology Institute.
- Dr. Ivan Manev, Management, elected Chair of the Board of Trustees of the American University of Bulgaria, an institution in whose founding in 1991 the University of Maine played a key role.

#### Natural Sciences, Forestry, and Agriculture

- Dr. Robert Wheeler, Molecular and Biomedical Sciences, the Burroughs Wellcome Fund 2014 Investigator of Infectious Disease Award.
- Dr. Timothy Waring, Economics, awarded a five-year, \$500,000 research grant from NSF's CAREER program to study the evolution of local foods organizations.
- Dr. Mary Jane Perry, Marine Sciences, UMaine's Distinguished Maine Professor Award.
- Dr. J. Malcolm Shick, Marine Sciences, UMaine's Presidential Teaching Award.
- Dr. Douglas Gardner, Forest Resources, the Society of Wood Science and Technology Distinguished Service Award.

## Liberal Arts and Sciences

- Dr. Laurie Hicks, Art, was named a National Art Education Association Distinguished Fellow for her life-long contributions to the field.
- Dr. Justin Wolff, Art, the 2013 Honor Book Award from the New Jersey Council of the Humanities for *Thomas Hart Benton: A Life*.
- Dr. Doug Allen, Philosophy, delivered the Mahatma Gandhi Lecture, the keynote lecture for the Indian Independence Day celebrations at the Gandhi Research Foundation in India.
- Dr. Tom Mikotowicz, Theatre, the 2013 Moss Hart Memorial Award for best production college/university from the New England Theatre Conference, for *Spring Awakening*.
- Dr. Robert Glover, Political Science, the statewide Donald Harward Award for Service-Learning Excellence.
- CLAS faculty took leading roles in hosting statewide events: National History Day, World Languages Day and Maine Science Olympiad on campus, and in developing and implementing the Bridge Program to allow high school students to earn college credits.
- Dr. Kate Beard-Tisdale, School of Computing and Information Science, 2013 UMaine Presidential Outstanding Research and Creative Activity Award.
- Dr. Dan Sandweiss, Anthropology, Graduate Advocacy Award from the University of Maine Graduate Student Government.
- Dr. Laura Cowan May, English, University of Maine Graduate Dean's Recognition Award.
- Dr. Pat Burnes, English, Special Recognition by the Nontraditional Students Association.
- Dr. Lud Hallman, Music, the Vincent A. Hartgen Award, recognizing outstanding contributions to the advancement of the arts at the University of Maine
- Dr. Sandra Sigmon, Psychology, Excellence in Faculty Mentoring Award, newly created by the UMaine Rising Tide Center

## Engineering

- Dr. Bruce Segee, Electrical and Computer Engineering, UMaine's Presidential Public Service Award.
- Dr. Ali Abedi, Electrical and Computer Engineering, the IEEE Region One — Industry Relationship Award for Leadership.
- Dr. Per Gårder, Civil Engineering, Best Paper Award from American Academy of Engineering Transportation Research Board Roundabout Committee.
- Dr. Adriaan van Heiningen, Certificate of Distinction from Pulp and Paper Technology Association of Canada. Dr. van Heiningen's lifetime achievements were honored by a special three-day symposium, "Emerging Technologies in Lignocellulosic Products and Materials," at the 63rd Canadian Chemical Engineering Conference.

## Honors

- Dr. Robert Glover, CLAS-Honors Preceptor of Political Science, the Donald E. Harward Award for Faculty Service-Learning Excellence from Maine Campus Compact.
- Dr. Mimi Killinger, Rezendes Preceptor for the Arts, UMaine Summer Faculty Research Award 2014 for "The Old Man Still Travels: Profile on a Friend of Cuba."
- Dr. Jordan LaBouff, CLAS-Honors Preceptor of Psychology, a College of Liberal Arts and Sciences Pre-tenure Research and Creative Activity Fellowship.
- Dr. Sarah Harlan-Haughey, CLAS-Honors Preceptor of English, a College of Liberal Arts and Sciences Pre-tenure Research and Creative Activity Fellowship.



## Faculty Development Opportunities

**Faculty Research Funds Program.** The purpose of the Faculty Research Fund Program is to assist in establishing or maintaining high-quality research programs and other creative achievements. Eligibility is limited to full-time faculty, including those tenured, tenure-eligible and on soft money, for whom research is an expected component of their appointment. The Vice President for Research provides funds for this program and, in FY14, \$126,576 was provided. There are three competitions held annually:

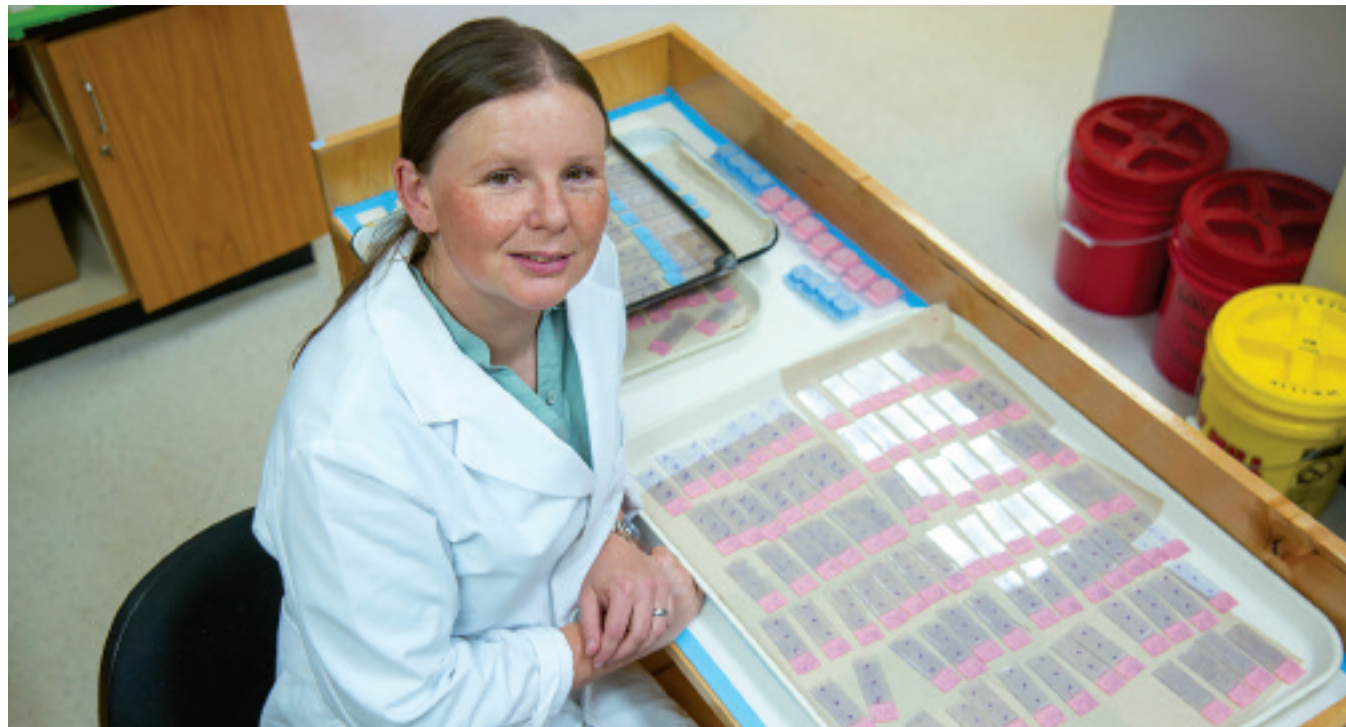
**The Regular Faculty Research competition** supports work that can be completed in one year and provides research support other than faculty salaries. FY14 recipients included:

- Dr. Stuart Marrs, School of Performing Arts
- Dr. Leslie Forstadt, Cooperative Extension
- Dr. Brenda Hall, Climate Change Institute

**The Scholarly Materials and Equipment competition** is for the acquisition of equipment or library collections. The FY14 recipient was Dr. Paul Roscoe, Anthropology.

**The Summer Faculty Research** competition provides \$7,500 awards for faculty summer salaries for a minimum of 1.5 months of research effort. The following faculty members were FY14 recipients:

- Dr. Elizabeth Depoy, Community Inclusion and Disability Studies
- Dr. Shawn Ell, Psychology
- Dr. Nancy Hall, Communication Sciences and Disorders
- Dr. David Hiebeler, Math and Statistics
- Dr. Kirsten Jacobson, Philosophy
- Dr. Andre Khalil, Math and Statistics
- Dr. Margaret Killinger, Honors
- Dr. Jordan LaBouff, Psychology
- Dr. Michael Lang, History
- Dr. Yung-Wei Lin, Education
- Dr. Howard Segal, History
- Dr. Laura Shannonhouse, Education
- Dr. Allan Smith, Communication Sciences and Disorders
- Dr. Ebru Ulusoy, Business
- Dr. Rhian Waller, Marine Sciences



Awardees are selected based on recommendations by the Faculty Research Funds Committee. The committee also recommends the recipient of the Presidential Research and Creative Achievement Award. This award is made to a faculty member who has attained distinction in research or creative achievement. The 2014 Presidential Research and Creative Achievement Award was awarded to Dr. Kate Beard-Tisdale, a professor in the School of Computing and Information Science, and Director of the National Center for Geographic Information and Analysis at the University of Maine.

**Pretenure Research and Creative Activity Fellowship:** The initiative was initially funded by the 2011 Presidential Request for Visions of Excellence (PRE-VUE) Program and designed to support the goals of UMaine's Blue Sky Plan by enhancing the ability of pretenure faculty across campus to develop externally funded programs of scholarship. The fellowship program will support professional development in research, creative activity and grant-writing that encourages effective advancement of junior faculty members' ability to develop competitive grant proposals. The fellowship also aims to support mentorship efforts that will enhance junior faculty members' ability to develop substantive research programs and establish a basis of external funding for these programs.

Annually, a total of \$100,000 can be awarded. FY14 award recipients were:

- Dr. Hamish Greig, School of Biology and Ecology
- Dr. Vincent Weaver, Electrical and Computer Engineering
- Dr. William Gramlich, Chemistry
- Dr. Jennifer Moore, Communication and Journalism
- Dr. Heather Hamlin, Marine Sciences
- Dr. Sandra De Urioste-Stone, Forest Resources
- Dr. Qingping Zou, Civil and Environmental Engineering

**ADVANCE Rising Tide Center.** The \$3.2 million, five-year NSF ADVANCE grant awarded to UMaine created and sustains, with its partners, the ADVANCE Rising Tide Center. The primary purpose of the center is to implement faculty support initiatives to increase the percentage of women faculty in science, technology, engineering and mathematics (STEM), and social and behavioral sciences (SBS) fields. This past year, the Annual Networking Conference supported development of collaborations with external academic colleagues and had participants from nine Maine institutions, with 67 faculty members in attendance. Also, the program reported this year successful achievement of its Sept. 1, 2015 goal of achieving 18% women at full professor rank in STEM disciplines, and 26% in social and behavioral sciences. Current progress at the Associate Professor rank is 24% in STEM disciplines (goal of 30%) and 35% in social and behavioral sciences (goal of 47%).



## Athletics

The Blue Sky Plan established a clear vision statement for the University of Maine. The Department of Athletics, under the leadership of new Athletics Director Karlton Creech, has established a commitment to assume that vision and to create priorities that are student-centered and community-engaged. The Blue Sky Plan for Athletics will create a limited number of focused priorities in each of the five Pathways of the Blue Sky Project. Those priorities will be evaluated through clearly established initiatives and metrics, to be finalized by September 2014. Current priorities include:

- Establish GPA and graduation rate goals that exceed those of the entire student body.
- Bring pride and recognition to the state through athletic success.
- Establish revenue goals that are aggressive and achievable. Revenue sources included in this priority are ticket sales, annual fund, major gifts, Black Bear Sports Properties and facility rentals.
- Conduct a Lean evaluation of each unit and implement efficiency changes.

- Establish a comprehensive brand awareness campaign for Athletics to include New Balance; retail sales; statewide competition scheduling; radio, television and digital expansion; and statewide goodwill tours.
- Expand the Faculty Liaison program that strengthens the relationship between Athletics and the campus community.
- Establish a student-athlete life skills and leadership curriculum.
- Establish a menu of facility and technology needs, and create a development strategy to communicate needs to constituents.

This past year, University of Maine Football received a number of outstanding honors and recognition. Under Head Coach Jack Cosgrove, the team won the Colonial Athletic Association (CAA) Championship for the first time and hosted a national play-off game at UMaine. Coach Cosgrove received the CAA 2013 Coach of the Year and 2013 AFCA FCS Regional Co-Coach of the Year, and was inducted into the Maine Sports Hall of Fame.

Black Bear alumnus John Huard was inducted into the College Football Hall of Fame.





## Human Resources and Employee Development

Human Resources (UMHR) is responsible for support of the 2,500 UMaine employees in all classifications. UMHR provides services and programs in the following human resource areas: Benefits, Payroll, Employee and Labor Relations, Compensation, Organizational Development and Effectiveness, Staff Learning and Development, Reporting, Employee Recruitment and Retention, the Children's Center and Employee Assistance Program (EAP). In FY14, UMHR focused on integrating strategic work within the scope of the Blue Sky Plan into all Human Resources operations and services. Highlights of this year's activities include:

- UMaine Children's Center provided quality day care for 126 children and their UMaine families.
- EAP counseled 235 employees, a utilization rate of 9%, compared to the industry standard of 5%. EAP also provided 24 educational programs, 25 workplace consultations and 20 publications.
- Implementation of the Hire Touch Applicant Tracking System, which has significantly reduced time for 98 searches, 2,100 applications and 40 search committees.

- Implemented the new UMS Background Check Policy and Procedure.
- Achieved 100% completion rate for employee evaluations, a remarkable improvement from pre-2011.
- Adopted the Lean Process and provided System leadership in this strategic approach.
- Facilitated development and implementation of the Blue Sky Faculty Fellows Program, a model for UMaine faculty development.
- Provided staff development opportunities for 1,399 employees (a 14% increase over 2013).
- Reduced the need for off-cycle payroll checks by 42.5% (over the goal of 25%), improving cost savings.
- Worked diligently with numerous UMaine units to resolve difficult personnel issues to ensure accountability, professionalism and best practices, promoting a positive working environment.
- Laid a strong foundation for improved relationships with all unions to promote a positive collective bargaining environment. Human Resources was instrumental in settling the three-year unresolved AFUM contract, with particular success in meeting payroll demands consistent with contract terms.
- Provided strong partnership in developing the FY15 UMaine Budget Plan, including caring and professional leadership in facilitating the closing of EAP, promoting the Cigna option and saving \$230,000.
- Collaborated between Blue Sky Pathways 1 and 3, resulting in the design and implementation of the Blue Sky Faculty Fellows program, whereby 20 Blue Sky Fellows were selected as the first cohort. Feedback from the community and the Fellows about this leadership development program has been outstanding. The cohort will continue for its second year.
- In AY14, increased opportunities for education and development activities, with 1,399 employees participating. The breadth and scope of the activities included New Employee Orientation, the Supervisor Development Institute, HR in a Backpack, administrative support person trainings, FM department supervisor training, and Chair and Director training sessions.
- UMHR appointed a half-time Lean Coordinator to provide awareness, training and project improvement services to the campus community. A total of 138 employees participated in awareness training, 18 became practitioners, eight became advanced practitioners, and three became facilitators. Four projects have successfully undergone the Lean process, with two being revisited for further measurable improvements. Two additional projects have just begun and four others are being scheduled.
- Auxiliary Services, in collaboration with the Wellness Advisory Council, spearheaded a program modeled after one by Maine DOT, aiding in a reduction of accidents.
- UVAC performed four large training exercises, with collaboration on two from area ambulance services, including the Life Flight Helicopter Unit on the campus bike path and Bangor Mass Casualty Exercise at the Bangor International Airport.
- Continued advancement of HealthyU's Online Weight Management program, which addresses the needs of all University of Maine System employees, as well as their spouses and dependents. This program, which can be personally tailored while still utilizing theory-based and data-driven methods to support personal wellness goals, has allowed employees to embrace healthier living by making permanent lifestyle changes.
- HealthyU partnered with Cutler Health Center and the Recreation Center to provide various health-improvement workshops and programs, including Sande Curtis, FNP's How to Protect Yourself Against Lyme Disease, the Employee WorkFit Program, the Wellness Walk Program, Fitness Hooping Events, and the Employee Express Fitness Class.
- Use of New Balance Recreation Center facilities and program became free for all UMaine employees. While the estimated cost of making this resource available is \$250,000 annually, it is expected to support employee wellness and reduce the cost of employee benefits.
- SEM provided specialized training for UMaine researchers on laser safety, radioisotope use and safety, X-ray use and safety, and chemical spill management.

## Office of Equal Opportunity

**SaVE Act:** Campus Sexual Violence Elimination (known as the "Campus SaVE Act") became effective in March 2014. The Campus SaVE Act amended the federal Clery Act and was designed as a companion to Title IX to bolster the response to and prevention of sexual violence in higher education. Although Clery Act compliance is not an OEO responsibility, compliance with Title IX and other sex discrimination statutes are within our areas of management. Accordingly, much of the Campus SaVE Act falls within OEO jurisdiction.

The first change required by the act was in the training provided to students and employees. The act required that new employees and incoming students receive training on

the definitions of domestic violence, dating violence, sexual assault and stalking; warning signs of abusive behavior and how to avoid potential attacks; and safe and positive options for bystander intervention (20 U.S.C. § 1092(f)(8)(B)). OEO developed new modules containing this information for its orientation training, and that provided to employees who have never been trained. The Deputy Title IX Coordinator and OEO Director participated on a system-wide committee to select an online training module for incoming students that meets the Campus SaVE Act requirements. This committee is submitting a report to the Chief Student Affairs Officer to seek central funding for the use of this program for all incoming students beginning in fall 2014.

Campus SaVE Act also requires a number of changes to institutional policies that address sexual violence. A system subcommittee was charged with writing a new sex discrimination policy to meet the new statutory mandates. This drafting took a considerable amount of time for several reasons: First, the new statutory framework required significant changes to existing policies. Second, policy drafting was further complicated by new information and advice being issued from various sources (such as the National Association of College and University Attorneys and the U.S. Department of Education's Office for Civil Rights) at various stages throughout the policy development process.

**Employee Recruitment Compliance:** For decades, the Vietnam Era Veterans' Readjustment Assistance Act (VEVRA) and Section 503 of the Rehabilitation Act (§ 503) have required federal contractors such as UMaine to affirmatively recruit and hire veterans and disabled individuals. However, the Office of Federal Contract Compliance Programs dramatically overhauled the rules implementing these laws. These rules, issued in fall 2013, became effective in March 2014. The new regulations establish a nationwide 7% utilization goal for individuals with disabilities and an 8% benchmark for veterans. In order to track the institution's progress toward meeting these metrics, UMaine is now required to invite job applicants and employees to self-identify whether they have a disability or are a protected veteran. To accomplish this for job applicants, OEO revised UMaine's affirmative action survey provided to those seeking employment. The amendments will also require changes to the way employee demographic data is collected and stored in MaineStreet. OEO has had discussions with the University of Maine System regarding these requirements and expect these to be in place so that our employees can be surveyed for veteran and disability status prior to March 2015 as required by regulation.



OEO continued to work with the Division of Student Life to monitor Title IX compliance in the area of student-on-student sexual violence. In the past year, OEO worked with Student Life and Professor Sandy Caron to conduct a climate survey of our student body to obtain information regarding sexual violence. Climate surveys were recognized by the White House as an important step to assess the extent and nature of sexual discrimination on college campuses in its report, *Not Alone: The First Report of the White House Task Force to Protect Students from Sexual Assault*, issued on April 29, 2014.

**Case Tracking:** OEO has continued to make excellent progress on tracking student-on-student cases of sexual discrimination. The development of the Office of Sexual Assault & Violence Prevention (OSA&VP) has provided UMaine with a central collection point for information about these cases. This has been supported by training conducted by OSA&VP and OEO to inform those employees who are mandated to report sexual discrimination how to spot it and to whom it must be reported. In the last year, language addressing mandated reporting was drafted to be included on all course syllabi. This language was reviewed by the Deans and Provost. Introduction of this language to the faculty is expected to

take place in August 2014. These communications will be drafted to reflect suggestions by the White House Task Force to Protect Students from Sexual Assault. Another area of marked improvement in case tracking was in the Office of Disability Support Services (DSS). DSS provided some level of service to 695 students — 504 of whom received disability accommodations — during 2013–14. This volume of cases (an increase of almost 13% from the previous year) requires significant tracking capabilities.

## Marketing and Communications

Since December 2011, the University of Maine Division of Marketing and Communications has been embedded in the Office of the President with direct report to the Senior Advisor to the President. Under UMaine's Blue Sky Plan, the Division implemented a long-term strategic plan in 2012 to establish brand standards and promote brand awareness. The successful Pathway 3 strategies implemented that year included the reorganization of the then Department of University Relations and establishment of the Athletics Engagement Initiative, both in September 2012; organization of the Communicators Summit and

introduction of the Communicators Network, both in November 2012.

With that foundation in 2012, the Division of Marketing and Communications implemented brand standards, policies and procedures, and a Web Standards PRE-VUE Grant, pursuant to the Pathway 3 goals of establishing uniform, consistent and high-quality branding of UMaine, and creating more consistent messaging. In undertaking those goals, the division effectively modeled Blue Sky Thinking whenever possible, seeking to capitalize on impactfulness strategies, including realizing beneficial synergies and collaborations that create greater efficiencies.

While the partnership with the Office of the Vice President for Enrollment Management began in October 2012, it was optimized in 2013–14. Under the guidance of the Office of the President, Marketing and Communications and Enrollment Management collaborated to achieve effective marketing strategies. In July 2013, the integrated Presidential priorities identified in the Blue Sky Plan under Pathway 2 Securing Our Future: Ensuring Financial Sustainability, and Pathway 3 resulted in further streamlining of existing and new positions and products to maximize UMaine marketing and branding. Among the innovative marketing efforts achieved in the close collaboration between Marketing and Communications and Enrollment Management: UMaine branding in the Portland Jetport and Bangor International Airport, and the creation of 30-second recruitment videos for the Colleges of Engineering, Education and Human Development, and the Maine Business School.

A comparable partnership formed in 2013–14 between Marketing and Communications and the Office of the Vice President for Innovation and Economic Development, integrating the goals of Pathway 1 Serving Our State: Catalyzing Maine's Revitalization, and Pathway 3. The collaboration, which began with strategic editorial marketing efforts and was broadened to include an unprecedented online communication effort to constituents, including lawmakers.

The division's integrated marketing efforts also were epitomized in the second year of the Communicators Network, with some of the more than 130 members campuswide joining the Marketing and Communications staff for professional development workshops, informal topical roundtable discussions and regular communication on branding efforts. Two of the most successful spin-offs of this integrated marketing infrastructure were the partnership formed between the Faculty Development Center and the Marketing and Communications Web Office to offer WordPress-related training, and the creation of the one-year, fixed-length position of Marketing and Communications Auxiliary Services Graphic Designer.

The UMaine Web Standards PRE-VUE Grant was completed one year ahead of schedule, allowing two fixed-length positions — Web Specialist and Web/Print Content Coordinator — to go to base budget funding. The successful implementation of the PRE-VUE Grant has established unprecedented branding of UMaine's online presence and laid the foundation for developing the next generation of umaine.edu this year.

The redesigned print and online editions of *UMaine Today* magazine debuted in fall 2013. In spring 2014, *UMaine Today* officially became an online magazine with a print edition, complete with a \$5 annual subscription option, e-alerts and a mobile-friendly format. This past year, *UMaine Today* video magazine segments began being offered to the Maine Public Broadcasting Network for airing.

Just as the Athletics Engagement Initiative focused on the newly opened Cross Insurance Center, so, too, did the Division. Creative Services had a leadership role in UMaine branding efforts in the Cross Insurance Center, including the university's skybox. Other Athletics Department-related integrated marketing efforts included collaboration at the start of the season on the content and design of the "institutional pages" in the media guides, an initiative that has since evolved into the branded redesign of the publications. In addition, the division's ongoing collaboration with Learfield Sports this past year has resulted in productive dialogue on numerous marketing initiatives and, most recently, is expected to lead to the establishment of the Black Bear Marketing Network to begin to address corporate sponsorship.

Other major branding initiatives this past year in which Marketing and Communications has a leadership role are inspired by the President's Paint, Plant and Polish campaign that is reflected in Pathway 5 Restoring the Dream: Renewing Pride and Stewardship of Place. They include collaboration on the New Balance Field House and Memorial Gym renovation project — from the History Wall to the rebranded exterior M; the design of new campus entrance signs; and the new three-year initiative to brand the interior of the Memorial Union. But perhaps the most striking revitalization effort is the re-envisioning of long-unused second-floor space on the second floor of Alumni Hall to become the new home of the Division of Marketing and Communications, repositioning the division literally and figuratively in the heart of UMaine and its Blue Sky efforts to reaffirm public higher education at Maine's Flagship university.

That Blue Sky Vision for UMaine to be the most distinctively student-centered and community-engaged of the American Research Universities is at the heart of upcoming video projects as the university moves into its sesquicentennial year. It also will provide the themes that

### 3 Embracing a Culture of Excellence

Marketing and Communications will pursue in 2014–15 marketing efforts.

**Highlights of integrated, branded marketing and communications:** In the Division of Marketing and Communications, 2013–14 has been pivotal. It marked the first full year of the implementation of brand standards, and policies and procedures, and the collective realization — both across campus and in the Division — of the power and promise of effective, integrated, branded marketing and communications. The following are specific highlights of this pivotal year of excellence in collaboration:

- Relocation to Alumni Hall, completing the repositioning on the division within the campus community.
- Ongoing collaboration with the School of Performing Arts and University of Maine Cooperative Extension to review, edit/write and distribute media releases.
- Development of publication templates for the Alumni Association (magazine) and Department of Athletics (media guides).
- Introduction of an academic-related marketing package (Maine Business School) for Learfield.
- Reprioritization of homepage banner content for prospective students and establishing a “student success” section on the Enrollment Management website.
- Development of a video and photo strategic plan, focused on institutional priorities and reflecting the cultural change in the division to focus on the most impactful projects.
- Initiation of integrated marketing efforts with the Office of the Vice President for Innovation and Economic Development for effective, strategic advertising, website development and legislative communications. Of particular note is the launch of the Explore Your Community website, featuring an interactive state map that categorizes UMaine news and information by county.
- Collaboration on the next generations of the Blue Sky Plan websites.
- Collaboration with the Office of the Vice President for Research to explore improved research marketing and communications efforts, both online and in print, beginning with development of improved faculty award and student achievement report forms.
- Development of *UMaine Today* video magazine segments for airing on the Maine Public Broadcasting Network.
- Branding of Cross Center and Alford Arena skyboxes.

- Collaboration with IT to make the Help Center the first line of support for tech calls related to WordPress.
- Collaboration with Auxiliary Services to create a one-year, fixed-length graphic design position in Marketing and Communications.
- Reintroduction of Along the Mall.
- Expansion of Communicators Network programming and resources, including ongoing build-out of the Branding Toolbox.
- Effective crisis communication management, including the two-day Maine National Guard training exercise on campus and media events.
- The introduction of *UMaine Today* as an online, mobile-friendly magazine with a print edition, moving the magazine from a 32-page quarterly to a 64-page biannual publication.
- Reestablishment of the UMaine Web Advisory Group.
- Investment in photography and videography equipment, directly affecting production quality and making important resources available to visiting production teams.
- Pursuit of professional development opportunities in FY13–14: edu Web Conference, What’s Next Conference, Accessible Web Development, Institute for Senior Communications and Marketing Professionals, Cloud tutorials, HOW Design Live conference, and Using WordPress in Higher Education.
- Creation of UMaine’s first social media directory as part of the Division’s leadership in online branding.
- Effective e-newsletter management for the Communicators Network, Office of the President and campus units.
- Leadership in facility branding efforts, including New Balance Field House, Memorial Gym and Memorial Union.
- Integrated multimedia marketing campaigns that include 30-second, broadcast-quality videos, display ads in facilities (Portland Jetport and Cross Center) and print ads (Athletics media guides).
- Expansion of the Branding Toolbox, addressing such areas as signage, social media, lapel pins and apparel branding. In addition, a mini branding style guide was developed for UMaine student groups.
- Standardization of UMaine diplomas and certificates.

- Development of primary UMaine publications, including Blue Sky Impacts: the 2013 Annual Report; Commencement Program; Annual Report of Private Giving; various Enrollment Management materials, such as the Parents’ Calendar and Second Impression Piece.
- Management of the Communicators Network, which included a monthly e-newsletter, a FirstClass dialogue folder, and 20 workshops and roundtables.

The overall achievements promoting excellence in each UMaine unit this past year have promoted a tangible effect on the university environment, both unifying and affirming. The University of Maine is a diverse mosaic of backgrounds, disciplines, initiatives, and aspirations. Regardless of where an individual fits into our mosaic, the sense of belonging to the University of Maine, the College of our Hearts Always, has become stronger and the alignment of administration, faculty, staff, student and alumni vision has produced a community of singular purpose.



# 4



## Transforming Lives

The University of Maine is committed to improving the quality of the student experience through the distinctive and renewed mission to be the most student-centered and community-engaged of the American Research Universities. Through the Divisions of Student Life and Academic Affairs, there are many accessible opportunities for organizational and situational

leadership, civic engagement, service beyond self and academic preparation for chosen careers. These opportunities encourage the development of community connections, global citizenship, active learning and environmental stewardship, while broadening the impact of University of Maine graduates on the world.

### Enhancing Student Life

**Multicultural Enhancements:** In 2013–14, the Division of Student Life developed an institutionwide diversity and multicultural Web presence that enumerates programs, procedures and policies, while highlighting student diversity activities and interests. The development of an interactive and organic website is the goal of this project. This site ([umaine.edu/multicultural](http://umaine.edu/multicultural)) will offer a full picture of the university’s approach to diversity, and enable comments, input and feedback.

The Office of Multicultural Student Life seeks to actively support the UMaine administration in creating and sustaining a welcoming and affirming campus climate. The hope is that students will gain the necessary tools so that they can successfully compete in, contribute to and hopefully change their world so that all will be received as equals. As part of this effort, a new mission statement has been developed:

- Deliver excellent services to students focusing on their satisfaction and engagement by being current with their interests and needs, and ensuring their participation and awareness.
- Prioritize and value diversity and inclusivity, including the promotion of positive global citizenship in our services, communities, programming, support for divergent ideas, cultural awareness, and presentation of world and domestic issues.
- Contribute to creating a campus climate that supports many identities, and encourages all students’ retention and success at the University of Maine.
- Attend to the physical and emotional safety of our community through programs, training and new initiatives.
- Empower and increase the visibility of Lesbian, Gay, Bisexual and Transgender (LGBT) people by promoting equality and inclusiveness at the University of Maine. LGBT Services works to maintain an open, safe and supportive environment for all students, alumni, faculty and staff, and provides educational opportunities, information and advocacy services.
- Commit to building an inclusive campus community that does not tolerate, but respects and celebrates, all individuals at the University of Maine. We envision a community where we all live in equality.

**Sexual Assault and Relationship Violence Prevention Program:** The Division of Student Life’s Office of Sexual Assault and Violence Prevention (OSA&VP) was fully launched in FY14. Located in the Memorial Union, its central location provides easy access to all. OSA&VP engaged in an aggressive marketing and staff training campaign in FY14, meeting with many student groups, academic and nonacademic departments, and local agencies and organizations. The advisory committee was appointed and met regularly throughout the year, providing valuable insight and feedback.

A deputy Title IX Coordinator has been hired and community engagement will be sought. The focus is on the development of materials, policy updates, staff and student training, development of on- and off-campus relationships, development of an advocacy program and the overall establishment of a Clery, Title IX and Office of Civil Rights (OCR) compliant program.

Although there were many changes in the law and in related federal recommendations, OSA&VP continues to be fully compliant with Title IX, 2001 and 2011 Office of Civil Rights Dear Colleague Letters (DCL), the reauthorization of the Violence Against Women Act (VAWA), the Campus SaVE Act, the Clery Act, and the White House Task Force – Rape and Sexual Assault: A Renewed Call to Action recommendations. Currently, it is working with the Office of Equal Opportunity and the University of Maine System to update the policy and guidelines related to sexual discrimination and sexual misconduct pursuant to recent federal guidance.

- Mission: The Office of Sexual Assault and Violence Prevention provides support, advocacy, education, training, and prevention programs and services to University of Maine students, the campus community and the wider community in our area. In fulfillment of the mission of the university and Division of Student Life, the Office of Sexual Assault and Violence Prevention (OSA&VP) works with internal and external constituencies to provide support, resources, education and awareness to our campus community. As part of the Division of Student Life, we are committed to planning, developing, and implementing programs and services for sexual assault and violence prevention for all students as an integral component of the educational process and in effort to create a violence-free community.
- Vision: For all community members to have a safe and supportive living, learning and working environment at the University of Maine.

— Values: The Office of Sexual Assault and Violence Prevention will be kind, caring and compassionate in an effort to dignify students while providing support, resources, education and awareness to them.

**Student Life developed a comprehensive strategic plan (STRIDES) that aligns with and supports the Blue Sky Plan:** This was done through seven small groups, headed by 14 co-leaders, focusing on students, technology, responsibility, inclusivity, development, engagement and staff, to develop an overarching philosophical statement, including three to five objectives designed to move the Division of Student Life closer to realizing its vision. Through an inclusive and collaborative process, the plan is broadly owned by the entire staff.

**Bodwell Center for Service and Volunteerism.**

- Completed the fourth year of the ever-growing First Year Day of Service to a Lifetime of Engagement program, engaging 1,952 students in service on the first day and ending the year with Maine Day, engaging 1,936 campus volunteers.
- Logged nearly 119,000 hours of community service annually, and using Maine’s current hourly rate for volunteering as \$15.25, a total of \$907,375 was infused into UMaine and the surrounding communities.
- Coaches in the Black Bear Leaders Program logged over 2,000 support hours through individual meetings and activity participation with their first-year students.
- Supported 521 children through holiday sharing programs and provided 250 turkeys through Gobblefest, which were donated to Crossroads Ministries for local families.
- Matched 84 children with college students through the Black Bear Mentor Program, with participation from three local schools and two community-based organizations.
- Annual blood drives for the American Red Cross netted 774 pints donated.
- Engaged 108 members who logged 4,320 hours for national community services through Alternative Break, addressing issues such as terminally ill children, neglected and abused animals, environmental cleanup, and hunger and malnutrition.

- Civic Passage program completed 80 community projects throughout the year, utilizing the work of 801 students, with a 39% increase in number of hours served.
- Operation of the Black Bear Exchange served 80 clients on a regular basis, with 52 of those new to our service. Over 5,000 individual food items were dispensed over the academic year.

### • *Campus Activities and Student Engagement*

- Provided opportunities for students to be involved through Fraternity and Sorority Life, helping raise \$44,844 for charities and complete nearly 13,000 hours of community service.
- Campuswide programming included taking the lead on Family and Friends Weekend and hosting of the ever-popular lobster bake, which was once again a sold-out event.
- Fraternity and Sorority Life served 18 fraternities and eight sororities, with an all-time high of 1,114 students. Contributed \$65,616 and 9,223 hours of service through philanthropic efforts.
- Coordinated a new initiative with Athletics by hosting a concert and tailgate event at the home football opener.
- Hosted events such as Games Night, Karaoke, Kick'n Flicks and Make and Take in the Memorial Union to revitalize campus nightlife.
- Exposed 137 students to leadership development at the annual Student Leadership Conference.
- Developed a deeper relationship with the Human Development Department by working with Professor Sandy Caron to host the Greek Peer Education field experience, covering topics such as alcohol and drug education, hazing, mental health and sexual violence.

### • *Campus Recreation*

- Operates, maintains and programs the New Balance Student Recreation Center and the Maine Bound Adventure Center. Additional facilities of operation include the Bridge Tennis Complex, the Maine Bound Challenge Course, the UMaine Recreational Trails System and Lengyel Field. Campus Recreation also shares management of the operations of the Wallace Pool, Mahaney Dome and three outdoor turf athletic fields.

- Rollout of the systemwide employee voucher program and the employee-focused WorkFit program to support and encourage employee fitness opportunities.
- Continued delivery of fitness programs and classes in the first-year halls, particularly with wellness living-learning community.
- Experienced increased use of facilities across the board: New Balance Student Recreation Center up 10.7%, Maine Bound Adventure Center up 16% and Wallace Pool lap swim up 29.6%.
- Oversaw 30 sport clubs involving over 600 students, and hosted several large-scale tournaments and worked closely to help groups create fundraising opportunities to support their club. Intramurals involved 45 activities and 100 events offered for student engagement.
- Hosted several specialized campus activities, such as career fairs, 5k/10k races, fitness challenges and blood drives.
- Offered day camps for children during school breaks and throughout the summer.
- Was honored with a ranking of third nationally for the New Balance Student Recreation Center, which provides endless programs for students, staff and community members.

### • *Career Center*

- Supported both undergraduate and graduate students through dynamic and personal services, beginning with first-year students and continued support to alumni.
- Achieved Gold Level A+ status for the Out for Work Career Center Certification Program, based on comprehensive career services offered to our LBGT student population.
- Data from 2013–14 show: 3,470 students attended presentations; 1,745 individuals met with career counselors; 98 employers visited campus for career fairs.
- Expanded the Maine Mentor Program to include new mentors, matched a record number of students with mentors and partnered with the School of Marine Sciences to recruit mentors.
- “Career Spots” on the Career Center website, a series of 50+ podcasts on a variety of career development topics, was viewed over 2,700 times in 2013–14.



### • *Community Standards, Rights and Responsibilities*

- Assisted in maintaining the general welfare of the university community by promoting individual responsibility and personal development. The conduct process is designed to supplement the educational mission of the university by encouraging learning outcomes and responsible decision-making through its process, practices and educational interventions.
- Continued the FastTrack model for first-time, low-level violations to minimize the intensity of required contact with several personnel to one appropriate interventionist, depending on violation. Utilized this process with 459 students.
- Resolved 1,506 cases during academic year 2013–14 involving some 1,392 students.
- Developed strong working relationships with the Department of Athletics to mentor and support student-athletes impacted by the Student Conduct Code.
- In concert with Residence Life, identified a series of learning objectives and shared those with various interventionists. Data collection on the effectiveness of the interventions will be used to evaluate and improve interactions with students.

### • *Commuter and Nontraditional Student Programs*

- Provided support, mentoring and a “home away from home” location available to all commuters or nontraditional students. The lounge was also renovated this spring to include new flooring and fresh paint.
- Addressed the needs of increasing nontraditional student population; currently at 15% of our student population (1,725 students). Services include a family room on campus, veteran support services, social programming appropriate for students with children, and an annual graduation recognition program for this unique group of students.
- Collaborated with Parking Services to have “More Than a Place to Park.”
- Collection of information pertaining to best practices for serving and supporting commuting traditional-aged students began as a result of a large increase in this population. Made contact with 251 students.
- Served students with very serious issues, including sexual assault, domestic violence, suicidality, depression, self-injury and cutting, eating disorders, substance abuse and other high-risk behaviors.

- Impacted 3,500 students through workshops and programs; 1,157 students received intense, one-on-one, free counseling — 4,304 sessions.
- Collaborated with the Center for the Study of College Mental Health at Penn State University to research both the characteristics of students seeking services at UMaine and the outcome of counseling provided with a national sample.
- Continued use of AFSP's Interactive Screening Program by sending invitations to take a Web-based depression screening to all new students at UMaine. Since inception, 803 students have completed that screening.
- Hosted the 6th annual Out of Darkness Walk, with 326 participants and over \$10,000 raised to support suicide prevention.
- Accredited by the International Association of Counseling Services, which represents the highest standards of excellence of universities and colleges, and the American Psychological Association.
- Provided hundreds of hours of consultations for faculty, staff, parents and other students via Lesbian, Gay, Bisexual and Transgendered (LGBT) Services. Advised and advocated for LGBT students, and provided the greater campus community with educational opportunities that raised awareness about LGBT issues and concerns. Marked the 40th anniversary of the Wilde Stein Club and celebrated with a historical perspective event in Wells Conference Center with one of the founding students from 1973 in attendance.

#### • *Health and Legal Professions*

- Expanded UMaine's medical school network, and included Dartmouth, University of Rochester and Case Western/Lerner Clinic in special programs for students during the year.
- Awarded over \$60,000 in scholarships to health professions students.
- Consistently partnered with health profession graduate schools for accelerated educational opportunities, such as New England College of Optometry, Logan Chiropractic, Massachusetts College of Pharmacy and Health Sciences and New England College of Osteopathic Medicine. Invited partner with the Tufts University School of Medicine early assurance program.

- Served Maine communities through medical outreach programs in areas of dental clinics, eye screenings and migrant health clinics.
- Hosted Health Professions Career Day in partnership with Maine AHEC Network and University of Maine Student Government, Inc., with over 40 students participating.

#### • *Police Department*

- Certified through the Commission on Accreditation for Law Enforcement Agencies — one of only five agencies in the state of Maine to achieve this prestigious certification that demonstrates policies are in compliance with 112 national standards, best practices and professionalism.
- Conducted several alcohol awareness programs based on state law, the consequences of violating the laws, how officers respond to any violation, and how problems can be avoided by contacting UMPD for answers prior to becoming involved with questionable alcohol-related activities.

#### • *Residence Life*

- Residence Life underwent major transitions for its GAs through the integration of a new Academic Support Coordinator role. The new role allowed focus on the engagement of first- and second-year students, not simply as residents, but as students, collectively strengthening the First Year Experience, Second Year Experience and Transfer Student Programs. In addition, Student Life programmatic goals were redefined and reclassified under five broad areas common across all residence halls and for all populations: transferable skills, environment, academics, citizenship and identity, and health and wellness.
- Consistent operation in 18 residence halls serving nearly 4,000 students.

#### • *Student Wellness Resource Center*

- The award-winning Student Wellness Resource Center includes the only tier 3 comprehensive substance abuse prevention program in Maine. Also included in the center is the Peer Education Program, focusing educational outreach around multiple wellness issues, tobacco free campus education, and the management and sponsorship of the Healthy High 5k/10k and the



Black Bear Attack obstacle course challenge. These events involve approximately 1,000 and 800 participants, respectively.

- Expanded current offerings to include a more holistic health and wellness approach to prevention and education services. The overall effect enhanced the current prevention programs by offering positive, healthy alternatives to support a healthy lifestyle.
- Provided educational programs to academic classes, such as First-Year Experience, Academic Recovery, Sociology, and Education (Explorations, 374 students; Foundations, 233 students; ARP, 209 students).
- Provided 1,590 contact hours with 496 student intervention sessions through individual and group meetings, and presented in 65 academic classrooms focusing on alcohol, and other drug education and substance abuse prevention.
- Weekly “Wellness Wednesday” programs began in the spring semester, providing consistent wellness-related activities and information for the campus. Topics included yoga, healthy snacking, Start-to-Run, Zumba, arts and crafts, and hooping.

#### • *Veterans Education and Transition Services*

- Processed VA Educational Benefits for approximately 350 UMaine student-veterans and dependents. Streamlined this process through creation of an online request.

- Successfully supported students in advocating to Faculty Senate for recognition of Veterans Day as a school holiday. Motion passed and will take effect in fall 2015.
- Initiated a proposal for the waiver of the application fee for UMaine, which was met with unanimous support and approval.
- UMaine is a Yellow Ribbon-participating institution and was recognized as a Veteran Friendly University by the Military Friendly Schools Guide in 2013–14. The center was relocated to a larger, more friendly space last year to include a lounge area and dedicated office staff. This year, Professor Nory Jones from the Maine Business School launched the Veteran Outreach Committee to better serve this population and assist with recruitment efforts.

#### • *Student Behavioral Review Team*

- The Student Behavioral Review Team (SBRT) provided the campus community with a central location to refer concerns. In creating one of the first teams to review student cases, UMaine has established itself as a leader in this area in both Maine and the Northeast. SBRT is a team of multidisciplinary professionals who review cases and recommend to the Vice President for Student Life timely responses and interventions for student situations where behavior raises concern. Two members of the group are certified in Behavior Intervention Team Practices.

## • Student Residential Life and Community Experience

- Planning for the new residence hall, a collaborative effort between Auxiliary Services, Facilities Management and campus administration, is ongoing. An initial review of potential sites for the hall was conducted earlier this fiscal year.
- Auxiliary Services expanded its Persona lock program and partnered with various online solutions to offer students the best options for textbook purchases.
- Auxiliary Services opened bike repair services at Maine Bound and expanded the Blue Bike Program to include 65 bikes.
- Residence hall improvements continued, including replacements of flooring and windows, remodels to bathrooms, as well as improved lighting in public areas. Residence hall furniture replacements included new bureaus, chairs, bed ladders and mattresses.
- Dining menus were redesigned to include 20% more “dine smart” items and showcase a local seasonal vegetable of the day. A new serving line was installed for the south side of York.
- Cutler Health walk-in service availability was increased by restructuring the two Nurse Practitioner schedules to achieve a consistent provider for students and staff.
- Auxiliary Services’ Technology Management now provides a wait-time application for both smart phone and computers to display current walk-in wait times at the clinic.
- The Bursar’s Office implemented a new process for distributing financial aid to students electronically, thereby eliminating the need (or significantly reducing the time needed) to stand in line to receive physical checks to physically cash or deposit funds.
- The Bursar’s Office participated in New Student Orientation Money Matters presentation and information fair.
- Campus renewal efforts were made to improve the student experience, including the projects involving interior and exterior painting, and window replacements for Auxiliary Services, Athletics and E&G facilities.
- Automatic External Defibrillator (AED) program was expanded, adding one unit in Lengyel Gym, one unit in Facilities

- Maintenance, three new units in Athletics; actively working to place units in Emera Astronomy Center. Total campus units deployed, monthly serviced, tested and maintained: 31.
- Black Bear Orono Express Shuttle ridership continues to exceed expectations. Shuttle projections for AY14 were 60,000 riders, but that goal was exceeded before the spring semester ended.
- The Veazie-Orono-Old Town (Community Connector BAT) bus run, comprised mostly of UMaine riders, totaled through April of this year 125,742 rides, up 18% from last year — an increase of 19,272 rides.
- The student late-night escort program, provided by the Transportation and Security Department, continued to provide rides to students.
- The Faculty Development Center provides exceptional services in new course and classroom technology research, implementation and training, universal design principle utilization, website accessibility compliance, educational media digitization, video and audio streaming, and course development and enhancement, all of which directly enhance the student educational experience, in addition to course evaluations and scanning of exams.

## • Student Internships and Career-focused Learning

- UVAC ambulance staff — all students — conducted numerous CPR-AED training classes for campus programs, departments and students, including Athletics, Campus Recreation and Student Life.
- Auxiliary Services enlisted Green Campus Initiative students to conduct awareness campaigns in the Memorial Union, and participated in the Maine Business School’s BUA 325 semester class project, which supports the students with a real business case.
- CCA employed and trained 40–60 students.
- OFM’s 61 student workers gained knowledge and experience in areas such as computer technology, wetlands and surveying work, CAD operation and design work, project management, facilities maintenance and operations, and safety and regulatory work.
- OFM’s Steam Plant continues its long-standing collaboration with Maine Maritime Academy for summer internships.



- OFM staff share expertise regarding LEED projects, CAD design, plan development and presentation, permitting, etc., through teaching, presenting and mentoring.
- UMaine Children’s Center provided supervised student placement sites and research populations for the College of Education and Human Development, Department of Psychology and School of Nursing. In AY14, 32 junior-level nursing students completed supervised out-rotations in the infant-toddler program alone.
- The Sustainability Office is working with Robert Strong, Maine Business School, and Jeffrey Mills, University of Maine Foundation, to develop a Fossil Free Student Portfolio Investment Fund (Green SPIFFY). SPIFFY creates opportunities for students to apply classroom knowledge to obtain real investment experience and have the ability to make important financial management decisions.
- Terrell House Permaculture Living and Learning Center, a student-led sustainability initiative, successfully implemented the first construction phase of its Community Garden Project during an Earth Day Week Permacult event.

- The student escort program of the Transportation and Security Department employed six students throughout the year.
- The SMS491 Basic Scuba noncredit-bearing academic program, funded by SEM, provides UMaine students the opportunity to earn their scuba certifications in a university setting.
- UMaine’s Scientific Diving Program was selected to host the 2014 AAUS-Our World Underwater intern. Under this relationship, the Our World Underwater Scholarship Society provides support funding for the program, AAUS selects the host, and the host provides a quality research and scientific diving experience.
- HealthyU supported various student-related educational initiatives: Exercise Physiology Intern Preceptor, Dietetic Internship Preceptor, Nursing Student Preceptor for Community Rotation, and the pilot program participation, which includes a Doctoral Candidate in Nutrition for the Online Weight Management/Wellness program and an exercise physiology student (now a graduate student) coordinating the WorkFit program, as well as other exercise physiology students assisting.



## Enhancing the Academic Experience

### *Enhancing the undergraduate research experience:*

The Center for Undergraduate Research was relocated organizationally from the College of Liberal Arts and Sciences to the Office of the Vice President for Research. CUGR continued to expand and succeed under the direction of Dr. Ali Abedi. In 2014–15, the final year of PRE-VUE funding, a plan will be developed to continue CUGR without the additional PRE-VUE funds through the Office of the Vice President for Research.

*Creating the Flagship Internship Program:* Under the direction of Vice President Ward, the Blue Sky Economic Development Working Group reviewed the extant internship programs, best practices and model programs. The Working Group prepared the Flagship Internship Program Report and presented it to the Provost on March 18, 2104. The report includes a set of recommended next steps and timeline. The target announcement and launch of a pilot internship program is planned for fall 2014.

*Formalized a plan for the assessment of student learning outcomes for university-wide academic programs:* Brian Doore was named Director of Assessment and, working with the Assessment Advisory Board, identified best practices and determined priority areas for implementation. Dr. Doore met with nearly every academic department on campus to assess current practices and to begin to document strengths,

weaknesses and opportunities. By September 2014, a proposed comprehensive assessment system will be available.

*Improving the General Education Curriculum:* The Provost has gathered information on the contemporary thinking about general education in the 21st century (e.g., the Association of American Colleges and Universities LEAP report and related materials). The Provost will lead a campuswide discussion of Foundational Areas in fall 2014. The outcome of this work will complement the identification of Signature and Emerging Areas completed this year. Taken together, the identification of Signature, Emerging and Foundational Areas will guide strategic planning about academic and research programs.

Undergraduate student initiatives include the establishment of the International Student Study Center, approved by the University of Maine System Board of Trustees and implemented in fall 2013 with the arrival of the first class. This initiative will greatly enhance the diversity experience of the UMaine student population.

College-specific initiatives include:

### College of Liberal Arts and Sciences

- The Doctoral Training Program in Clinical Psychology was identified as performing among the nation's 10 best in "Hidden Gems among Clinical Psychology Training Programs" in the American Psychological Association journal *Training and Education in Professional Psychology* (2013).
- The Maine Folklife Center completed the digitization of much of the Northeast Archives of Folklore and Oral History, a collection of thousands of items including slides, photographs, audio/video recordings, field journals and transcripts. The project was supported with funds from the American Folklife Center at the Library of Congress, which now houses the original collection.
- Opened the Wyeth Family Studio Art Center and the Innovative Media Research and Commercialization Center in the renovated Stewart Commons.

### College of Education and Human Development

- Established the Chi Sigma Iota student chapter in counselor education, a significant addition to the professional development of graduate students in this program and meaningful milestone toward national accreditation.
- Held over 2,300 one-on-one advising sessions in the college's Advising Center and all first-year students participate in EHD 100, a one-credit course customized for College of Education and Human Development students.





- Launched the Maine Autism Institute for Education and Research on January 1, 2014. Its mission is to become the state's primary resource for leadership, training, professional development and technical assistance for professionals working with children with autism and their families, as well as post-secondary students aspiring to serve children, families, schools and community service providers.

## College of Engineering

- In the most recent Life After UMaine survey, 91% of the respondents reported full-time employment and another 8.9% reported that they were in graduate school full-time, yielding a total placement rate greater than 99%.
- The first year of a new pre-engineering track for Exploration and Foundation students had an initial enrollment of 75, with 33% of these students successfully transitioning to the College of Engineering.
- Launched a new minor in Ocean and Marine Engineering and a new concentration in Power Engineering.
- Opened the Texas Instruments and Emera Maine Laboratories in Barrows Hall.

## College of Natural Sciences, Forestry, and Agriculture

- With generous gifts from alumnus Bradley Guay, created endowed funds to support the student chapters of the Geological Society and the Wildlife Society.
- Established internship placements with several environmental consulting firms.
- Completed a major revamping of the Forestry Summer Camp to include more experiences relevant to contemporary work in the forestry sector.

## Maine Business School

- Reached record enrollment in the undergraduate program: 947 majors in fall 2013. Average SAT scores increased for a fourth year in a row, from 1079 in 2009 to 1104 in 2013.
- Ranked by U.S. News & World Report among the nation's 150 top undergraduate business programs (fall 2013).
- Hosted alumna Melissa D. Smith '91, CEO of WEX, Inc., one of the largest Maine companies, for a meeting with students (April 2014).
- Funds managed by the Student Portfolio Investment Fund (SPIFFY) surpassed \$2 million this year. Students from the SPIFFY club participated in two events in New York (November 2013 and March 2014).

## Honors College

- Awarded a five-year renewal INBRE grant to support Honors students in focused research courses in genomics, and to support fellowships both for Honors thesis students and summer research students (\$105K/year for five years).
- Created a new research cluster, the Sustainable Food Systems Research Collaborative, which brings together students, faculty, and community partners in an interdisciplinary approach to addressing problems of food production, food distribution and hunger.
- Instituted a new international exchange program with Tembusu College of the National University of Singapore.

## Graduate School

- Granted 77 doctorates, an all-time UMaine record that is 13 above the previous record (FY12) and double the FY06 production.
- Created a new Ph.D. in Biomedical Engineering.
- Established the Janet Waldron Doctoral Research Fellowships to honor the long-term commitment to graduate studies of the former Senior Vice President for Administration and Finance.
- Established Graduate Certificates in Autism Spectrum Disorders, Aerospace Engineering, Teacher Consultant in Writing and Interdisciplinary Climate Studies.
- Established new 4+1 tracks to retain our top undergraduates, and allow them to save money and time in earning a master's degree in Economics/Global Policy, Food Science, Forestry, Math and Psychology.
- Created policy for 4+2 programs to retain our best undergraduates and allow them to save money while earning a thesis master's; established 4+2 tracks in Biology/Ecology, Math and Psychology.
- Added a Responsible Conduct of Research course requirement for all graduate students pursuing a research-based degree.
- Intensified recruiting activities, from on-campus Open Houses to international recruiting in Iraq and Saudi Arabia to online and email advertising.
- Created a special Web page for potential international students, with bilingual statements from many of our international graduate students ([umaine.edu/graduate/international-graduate-student](http://umaine.edu/graduate/international-graduate-student)).



## Athletics

- 195 student-athletes achieved a 3.0 or higher GPA.
- Women's Cross Country had the highest GPA of any America East team at 3.64.
- Women's Basketball (3.34), Women's Indoor Track and Field (3.45), and Women's Outdoor Track and Field (3.48) had the highest GPA among their respective American East Conference teams.
- Several UMaine students received All-Conference honors: (Lisa Bijman, Women's Soccer Scholar Athlete of the Year; Liz Wood, Women's Basketball Scholar-Athlete of the Year; Kelton Cullenberg, America East Man of the Year; Marcus Wasilewski, CAA Football Student-Athlete of the Year).

## Metrics for Student Success

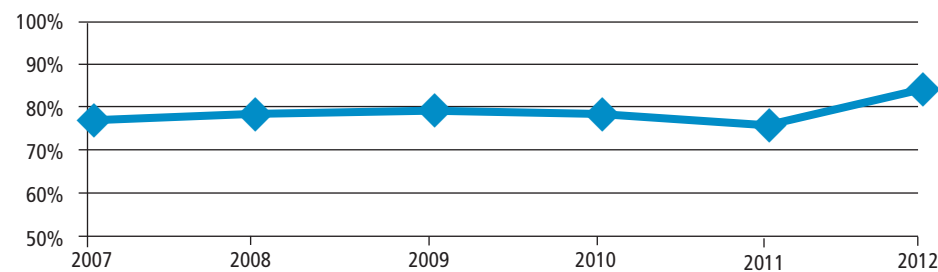
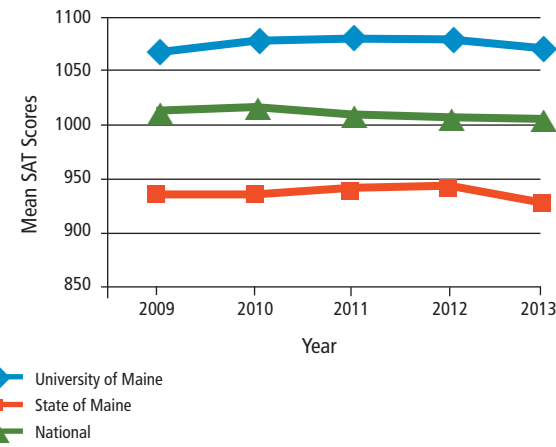
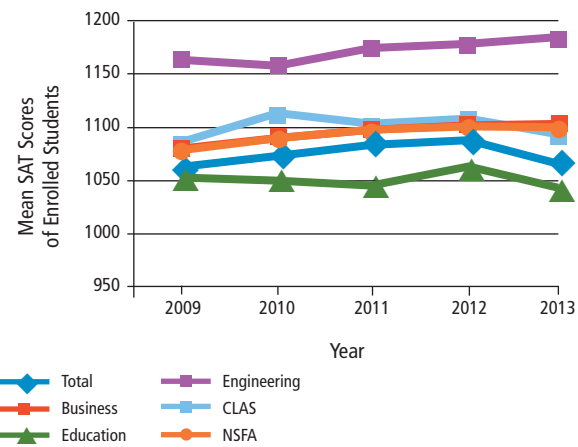
The potential success of UMaine students begins with their admission. UMaine students continue to have higher SAT score averages than their national and state counterparts, and those scores continue to be high. Due to its competitive admissions requirements, the College of Engineering enrolls students with significantly higher SAT scores than the average.

Of the baccalaureate graduates from the 2010–11 cohort who participated in the Life After UMaine survey, 90% of those working full-time in a job related to their UMaine degree reported that the university prepared them “very well” or “moderately well.”

A further demonstration of UMaine’s commitment to student success after graduation is preparation for professional or licensure examinations in applicable

programs. A significant measure of student success for the university is the pass rate for those academic programs with a nationally administered standardized or professional licensure examination.

The satisfaction of UMaine graduates with their educational experience, and the confidence they feel as they embark on their careers, speaks to the strong commitment of the faculty to their disciplines and to their students. UMaine strives to exceed student expectations in all areas — from the diversity of student life to academic achievements. UMaine offers students a unique and rightful sense of place through landmark facilities and technological outreach abilities. Pride in the physical campus is inextricably and appropriately linked to the outstanding achievements and opportunities of our university community, and is critical to promoting a vibrant learning and living place of discovery.



The first-year overall student retention rate has remained steady at approximately 78% since 2007, with a recent upswing to 81% in 2012. Although too early to define a trend, this may reflect new Blue Sky student retention strategies currently being employed by the Divisions of Academic Affairs and Student Life.

## University of Maine Degrees Conferred

The overall UMaine six-year graduation rate (a standard national measure) has averaged 58% over the past five cohorts of first-year students, which is comparable to the national average for institutions similar to UMaine.

The trend in number of degrees awarded by the University of Maine from 2008–03:

Fiscal Year	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14 (Preliminary)
Bachelor’s	1,611	1,765	1,827	1,975	1,666	1,625
Post-Baccalaureate Certificate	0	1	2	6	27	14
Master’s	402	452	424	447	415	403
Certificate of Advanced Study	16	36	28	45	26	25
Doctorate	59	52	55	65	47	77
<b>Total</b>	<b>2,088</b>	<b>2,306</b>	<b>2,336</b>	<b>2,438</b>	<b>2,181</b>	<b>2,144</b>

## 2013 Student Performance on Professional and Licensure Exams

A further demonstration of UMaine’s commitment to student success after graduation is preparation for professional or licensure examinations in applicable programs. A significant measure of student success for the university is the pass rate for those academic programs with a nationally administered standardized or professional licensure examination.

Academic Unit	Program/Exam	UMaine Pass Rate*	Comments
Maine Business School	CPA (first attempt)	72%	National Rate: 48%
Maine Business School	ETS Field Test	83rd Percentile	
Social Work	LMSW-2012	94%	National Rate: 72%
	LMSW-2013	87%	National Rate: 66%
Dietetics	Registered Dietitian Exam	100%	National Rate: 83%
Communication Sciences and Disorders	PRAXIS II Speech	100%	National Rate: 86%
	Speech-Language Pathology		
Nursing	RN Licensure	93%	
	MSN Nurse Practitioner	100%	
Education/Human Development	PRAXIS I	97%	Three Year Avg. (2011–13)
	PRAXIS II	97%	
	Athletic Training Certification	100%	

\*Indicates percentage of UMaine students who successfully pass the examinations, compared to total number of students taking the examination.

As a continuing commitment to providing an excellent education to our students, it is important to provide standard measures of success in addition to traditional measures of academic performance in each student’s curriculum. Consistent with national standards, assessment of retention, graduation rates and measurement of performance on national professional examinations are important tools to evaluate student academic success at the University of Maine.

# 5



## Restoring the Dream

Originally encouraged in the President's 2011 Paint, Polish and Plant Initiative, the focus of Pathway 5 is led primarily by the Office of Facilities Management (OFM) through its Planning, Design, and Construction, Maintenance and

Operations, Business Services, Work Management and Energy areas, under the supervision of the Vice President for Administration and Finance.

OFM works closely with the Provost, Associate Provosts, Deans, and members of the Faculty and Staff to review and assess priority needs for classroom and laboratory upgrades, as well as new construction in support of the academic and research agenda

### Renovation and Construction Projects Completed

- Bear's Den — Completed a new redesign, including new seating, tables, wall treatments, and a 20-foot projection screen to provide entertainment options for student activities.
- Bursar's Office — Completed renovations in August 2013, under budget.
- Miller's Café, Collins Center for the Arts — Renovated and dedicated in honor of Joanne Miller and family.
- Memorial Gym and Field House — Completed the New Balance Field House renovation and replacement of the HVAC systems in the Gym, constructed a new west entrance with bathrooms and an elevator, and renovated space to create a new academic center. The full project is expected to be complete by fall 2014.
- Estabrooke Hall — Completed major renovation to first and second floors.

#### Paint, Plant and Polish Projects (PPP) Projects

— Renovation projects supplemented with PPP funding:

- Nutting Hall (2012) — Climate/temperature controls, including air conditioning replacement in Room 100 (a 190-seat lecture hall).
- Estabrooke Hall (2014) — Active Learning Classroom in Room 130, along with the RiSE Center and the Honors College renovations.
- Crosby Laboratory (2013) — New elevator and ADA bathrooms (approx. \$290,000).
- Bennett Hall (2013) — Rooms 140 and 141 seating replacements, new flooring, lighting and acoustic improvements, new whiteboards, accessible bathroom creation (approx. \$170,000).
- D.P. Corbett Business Building (2013) — Rooms 105 and 117 seating replacements (approx. \$86,000).
- Fogler Library (2013) — Collaborative Learning Space created through the renovation of first-floor stack space into a classroom and group study rooms for the Center for Excellence in Teaching and Assessment, Writing Center and Tutor Program (approx. \$260,000).

— Exterior improvement projects:

- Information Kiosks (2013) — Replacement of the three kiosks at the main campus entrances (approx. \$15,000).
- D.P. Corbett Business Building; Fogler Library; Chadbourne Hall; Merrill Hall; North, South and Center Stevens Halls (2012) — Exterior painting (\$240,000).
- Alumni Hall (2013) — Exterior restoration (approx. \$313,000).

— Smaller improvement projects (2012–13):

- Deering Hall instructional lab improvements, Shibles Hall window coverings, Caribou Hall ADA and façade improvements, Sculpture Department tools, Admissions air conditioning, Roger Clapp Greenhouse labs improvements, Class of 1944 Hall new dance floor (\$1,100,000).
- Renovated part of the second floor of Alumni Hall, creating a “cockpit” office layout with offices and meeting, video editing and collaboration areas for the Division of Marketing and Communications.
- Parking and Transportation Study to focus on activities in the center of campus, as well as parking that is displaced by construction projects.
- Studies are being conducted for potential new buildings and/or renovation projects to provide more efficient and effective space for the Engineering, Education and Bioscience programs, as well as the Maine Bound climbing wall.

### Capital Construction Projects In Process

- Emera Astronomy Center — Expected to be completed this summer, with equipment fit out anticipated to be complete prior to the gala in October.
- New Ambulance Bay — Expansion to provide room for the newly acquired ambulance has been planned and designed, and is now in the pre-bid stage.
- Estabrooke Hall — Active Learning Classroom is expected to be complete by the end of summer 2014.
- Steam Pit SA06 — Replacement and rebuild of the major steam pit located in front of Stevens Hall began in spring 2014, with expected completion September 2014.

- STEM Bond project — Renovations have begun in Bennett Hall for STEM classroom upgrades, with a completion date of August 2014.

#### Renovation and Construction Projects Planned (targeted to occur in FY15):

- Wind and Wave Research Facility — Expected to start in July 2014, the 12,000-square-foot addition to the Offshore Wind Lab will create a wind and wave research facility that allows synergy between wind power research efforts; it includes a 300,000-gallon basin for testing scale models of offshore wind turbines.
- STEM Bond projects — Renovations in Aubert, Boardman and Little Halls for STEM classrooms/laboratories are in design and are expected to be constructed during calendar year 2015.

### Fiscal Stewardship of Campus Facilities

- With a number of endowment funds, most notably the Thomas P. Hosmer fund dedicated to building maintenance projects, and the Leonard and Renee Minsky Capital Fund for Minsky Recital Hall, OFM is able to continue its mission to maintain and improve the physical assets of campus.
- With over \$37 million in projects at various stages of design and construction, OFM continues to successfully deliver these projects on time and in budget. Project managers increasingly find creative ways to develop the best projects possible to meet the programmatic needs of campus constituents.
- Auxiliary Services made various stewardship investments: upgraded the refrigerator and freezer walk-in system in York Commons; upgraded network wiring in Keyo Building to support new software and equipment for Printing and Mailing Services; added new high-speed floor machines and implemented an encapsulated carpet cleaning process for Wells Conference Center; and added new power edging machine for bathroom and shower areas, as well as dining commons serving areas and columns.
- Paint, Plant and Polish — In early 2012, approximately \$2.53 million was identified for priority improvement projects across the campus and campus departments. In summer 2013, the final projects identified on the original list were completed. In fall 2013, as part of the Blue Sky Pathway 5 strategy, the Paint, Plant and Polish Initiative

#### IN THIS CHAPTER

- Renovation and Construction Projects Completed
- Renovation and Construction Projects in Process
- Fiscal Stewardship of Campus Facilities
- Campus Upkeep/ Beautification
- Historic District Renovation/ Preservation
- Sustainability Initiatives

was developed more formally. The new selection and funding identification process will be rolled out in fall 2014.

## Campus Upkeep/Beautification

- Paint, Plant and Polish, Funded Depreciation — (Pathway 5, Initiative 3 and 4) Exterior revitalization of Pavilion Theatre, and Alumni, Fernald and Winslow Halls.
- Renovation projects completed by FM Shops include Barrows Hall Room 220 (Texas Instruments Lab), Witter Farm Classroom, Fogler Library Room 120A, Bookstore/Computer Connection renovation, Stevens Hall “Quiet Room,” York Village Building 5, Bryand Global Sciences Room 300 fit out, Carnegie Hall and the President’s skybox.
- Completed concrete projects include Hauck Auditorium, D.P. Corbett and Oak Hall patio steps; D.P. Corbett entrance patio; and Corbett Hall and Keyo entrance steps.
- Other projects focused on the general upkeep and beautification of the campus include paving (Munson, Fraternity Row, Allagash, Long and Square Roads, portions of Rangeley Road and Grove Street Extension) and roofing (Deering Hall, Terrell House, Keyo Building, College Avenue Cooperative Extension, Caribou Hall and Wallace Pool).
- Charlie’s Terrace — Through private donations, an outdoor learning patio was constructed adjacent to Colvin Hall to recognize Charlie Slavin’s contributions to the Honors College.
- Morse Field Video Scoreboard — The scoreboard at Morse Field was updated, also through a private donation.
- Snow Removal — Due to lower temperatures, increased precipitation (104.6” during 23 snow events), significant icing in January, and weekend snow events, the overall expenditures for snow removal totaled \$689,739. This is an increase in cost of approximately 46% (compared to last year’s average 19 events accumulating an average 65.9” annually).
- Campus Cleanliness — The Custodial Shop continues to maintain an overall E&G building cleanliness rating of 83%, with approximately 86 FTE employees working under a targeted/evaluated cleaning program.

## Historic District Restoration/ Preservation

- The sustainability section of the UMaine Historic District: Tier One Buildings Design Guidelines has been finalized. These guidelines were completed in partnership with Malcolm L. Collins AIA, NCARB, LEED AP and OFM.
- Work continues in establishing a plan for managing and maintaining campus historic buildings and landscape. Renovations of Braeside House, the historic home of Edith Patch, were initiated and completed. Future work on the site is most likely to involve interior restoration.

## Sustainability Initiatives

- The President’s Council on Sustainability was formed with a wide cross section of students, staff, faculty and administrators to assist in crafting overall sustainability best practices for the University of Maine.
- Dining participated in FINE, the Farm to College New England group of farmers, which are food service contract companies and self-operators with the goal of bringing more local items into our facilities. Now 12.5% of all produce comes from Maine farms, 9% of all beef comes from Maine farms, and 66% of all coffee is from Maine companies.
- Single-stream recycling continues to be successful, with a percentage rate of 30% (FYTD14) and an overall campus recycling rate of 45% (CYE13). The composting facility produced quality compost throughout the year, with reductions in both operational downtime and operational costs.
- Green Campus Initiative was implemented for residence halls and dining facilities, and a two-year fixed-length employee will be hired to coordinate the student program.
- Education programs on campus zero sort, recycle and composting programs were provided to 10 resident halls this spring.
- UMaine’s Advanced Composting Facility composted 345,000 pounds of pre- and post-consumer food waste this year from campus dining commons and the Marketplace.
- Campus Sustainability Day and Earth Day Week events were coordinated, including a Divestment Panel Discussion, Carbon Footprint Workshop, Sustainability Education and Ecological Design Meeting, Earth Day



Campout on the Mall, Demeritt Forest Trail Clean-up and Recycling, Obstacles and Opportunities: Women Breaking Barriers in Environmental Fields, Sustainable Agriculture Enthusiasts Meeting, Environmental Movie Showing, Nature Appreciation Bog Walk and the Terrell House PermaBlitz.

- UMaine Zero-Waste Committee was established, which successfully orchestrated the first ever Zero-Waste event on campus (the 2014 Maine Day Barbecue), during which only four bags of trash were generated after feeding of more than 3,000 members of the university community. Typically, an event of this size would produce over 100 bags of waste.

- Sustainable Commencement initiatives, such as recyclable gowns and a reduction of printed material, resulted in significant cost savings and a considerable diversion of waste.

Blue Sky Pathway 5 is a natural aspect of strategic planning for the University of Maine, commensurate with the original vision of the Olmstead Brothers, who designed the campus. This commitment to place — our place — reflects a strong commitment by the UMaine community to preserve the land grant beauty of the University, honor its historical significance, maintain the physical plant in the most cost-effective manner, and ensure a vibrant place of learning and discovery for our students, faculty and staff.



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Edwin Remsberg photographs on page 16 and President Paul Ferguson on page 3.

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