



LEADERSHIP WEEK

APRIL 11–19, 2012

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President Paul W. Ferguson

A celebration of leadership



A series of leadership events, academic activities, student research expositions and campuswide celebrations commemorated the inauguration of University of Maine President Paul W. Ferguson on April 19.

Leadership Week, April 11–19, took its theme from Maine’s state motto, *Dirigo*, which is Latin for “I lead.” The theme recognized and celebrated the qualities of the UMaine community and the people of Maine, and affirmed UMaine’s statewide leadership and commitment as Maine’s flagship university. Leadership was the focus of President Ferguson’s inaugural address, “From Singing the Blues to Seeking Blue Skies: Reaffirming the Public Mission of the Public Research University.” It also was the theme of a number of Leadership Week events, including the keynote address by renowned historian and author Doris Kearns Goodwin.

“It seems most appropriate that as we officially commemorate the official change of leadership at this great university, that UMaine, as a community, take this Leadership Week to reflect on the role, challenges and impact that our leadership as Maine’s flagship university can and should have in the future of Maine and the nation,” said President Ferguson, who joined UMaine as its 19th President on July 1, 2011. “My call to the campus will be to first serve, then lead.”

UNDERGRADUATE RESEARCH AND ACADEMIC SHOWCASE



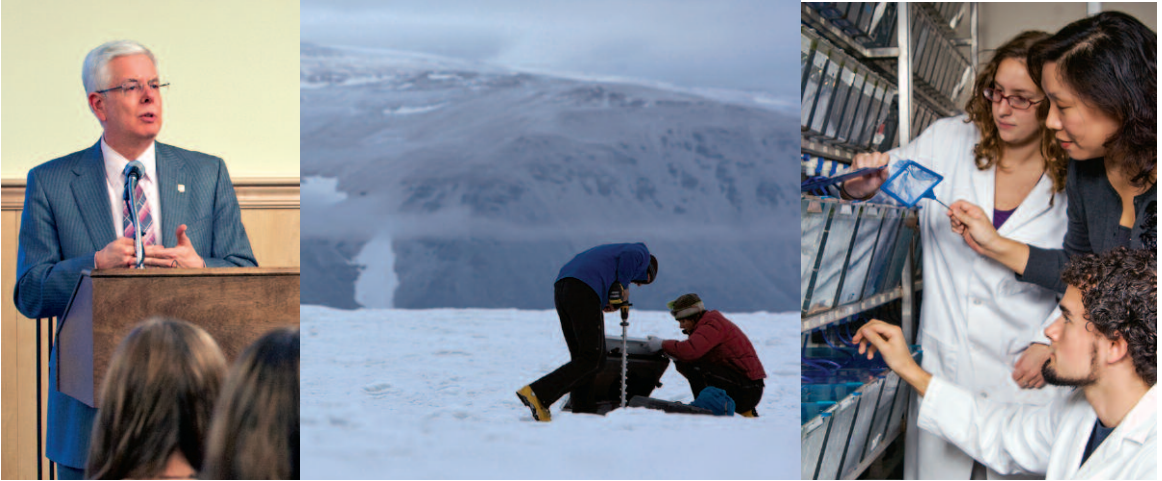
MORE THAN 100 posters, presentations and exhibits highlighted the 3rd Annual Undergraduate Research and Academic Showcase that launched UMaine’s Leadership Week. Sponsored by UMaine’s Center for Undergraduate Research, the event is designed to showcase the research and creative activity of undergrads who are critically engaged in the university’s culture of independent learning, and participating in the creation of new knowledge through student-faculty collaborations and mentoring partnerships. Examples of that critical engagement: the first-place exhibit, “A Study of Photogrammetry and the Virgin Islands National Park Hassel Island Sugar Plantation Ruins,” by students Patrick Dean and Nicklaus DeBlois, mentored by mechanical engineering professor Karen Horton; the top oral presentation, “Classroom Realities: Traditionally and Alternatively Certified Secondary Science Teachers’ Preparedness to Teach Students with Disabilities,” by Haley Richardson, mentored by education professor John Maddaus; and the winning poster, “Salinity Tolerance of the Oyster Mudworm *Polydora websteri*,” by Shannon Brown, mentored by marine sciences professor Paul Rawson.

SYMPHONIC BAND CONCERT



THE UNIVERSITY OF MAINE Symphonic Band shared Portland’s Merrill Auditorium stage with the Westbrook High School Wind Ensemble for a concert at the start of UMaine’s Leadership Week. The free public concert featured the 38-member Symphonic Band performing works by Philip Sparke, Peter Mennin, E.E. Bagley, Mark Camphouse, Samuel Ward and Richard Saucedo. The band also premiered *Do Not Go Quietly Into That Dark Night*, composed by UMaine music education major Joshua Jandreau. A performance of a concertino by Carl Maria von Weber featured a clarinet solo by Ben Cox, a double major in music performance and music education. The Symphonic Band is conducted by Christopher White, who also directs the university’s Pride of Maine Black Bear Marching Band and the Screamin’ Black Bear Pep Band. Craig Ouellette, a graduate student in conducting, served as assistant conductor. The 44-member Westbrook High School Wind Ensemble, directed by Kyle Smith, performed works by Boris Kozhevnikov, Samuel Hazo, Robert Smith and Jacques Press.

Graduate Student Government
GRADEXPO



GRADEXPO — the Graduate Academic Exposition — sponsored by UMaine’s Graduate Student Government involved more than 100 participants in the oral, poster and art competitions. Outstanding achievement was recognized with \$10,000 in prizes, which included the new President’s Research Impact Award to the student and his or her academic advisor who best exemplify the UMaine mission of teaching, research and scholarship, and outreach. The first President’s Research Impact Award went to Jennifer Hooper, a student in the Intermedia Master of Fine Arts Program, for her BAT bus app for Android and iPhone. Her academic advisor is Owen Smith, the Correll Professor in New Media. Other awards in this year’s annual showcase included first- through third-place awards for oral presentations in the humanities, social sciences, physical sciences and technology, and natural sciences; and poster presentations in the physical sciences and technology, natural sciences, and humanities and social sciences. At the awards presentation, UMaine President Paul Ferguson told graduate students and faculty that their success fuels the university’s success. “If we’re going to truly become the world-class institution that we’re on the way to becoming, our graduate students have to be full partners with that, and your experience has to be world-class as well,” he said.

STUDENT LEADERSHIP AWARDS CEREMONY



STUDENT LEADERS and organizations were recognized for their many contributions to the University of Maine in the annual awards ceremony coordinated by the Division of Student Affairs. Student Leadership Awards recognize those who have excelled (both on campus and off) in campus leadership, engagement, and service and academic achievement making the University of Maine community vibrant and engaging. Award areas included nontraditional students, veteran education and tradition services, GLBT services, multicultural student affairs, peace and social justice, campus recreation, student organizations and leader development, and fraternity and sorority affairs. Student Government, Residence Life and the Bodwell Center for Service and Volunteerism presented numerous awards. President Paul Ferguson gave the ceremony’s keynote address, citing the leadership demonstrated by Theodore Roosevelt in his challenge to “dare greatly” and be “citizens in the arena.” President Ferguson encouraged the student leaders to think of leadership in the best way — service first. “When you think of leadership, don’t think of the challenges and risks we face. The real reward of being leaders: getting busy, getting involved and changing the world we’re in,” President Ferguson said. “You have to choose to serve, then to lead.”

Distinguished Presidential Lecture and Luncheon
ADMIRAL GREGORY G. JOHNSON

Leadership Lessons of Winning Organizations



ADMIRAL GREGORY G. JOHNSON spoke about the leadership characteristics of winning organizations in UMaine’s 2012 Distinguished Presidential Lecture. The former commander of U.S. Naval Forces in Europe and UMaine alumnus was asked to share leadership lessons from his 36-year military career and reflect on how those lessons might inform the University of Maine to more effectively serve as the leader of higher education in Maine.

Adm. Johnson said that the most effective organizations know where they are going and understand the environments in which they operate. Winning organizations also set high, uncompromising standards, Adm. Johnson said, and they recognize that their most important asset is human capital.

“I firmly believe that each of us has control over the outcomes of our lives, as well as the organizations we lead,” he said. “The responsibility of leadership is to demonstrate to the organization the virtue of its mission, and then provide the resources and culture to enable success.”

The University of Maine, Adm. Johnson said, has the attributes of a winning organization, with “a strategic plan to give it a sure sense of direction, (and) a clear understanding of its operating environment and the threats resident in that environment.

“It has high standards in several programs of distinct excellence and it is blessed with the finest



available human capital in its senior leadership team, its staff, faculty and, most importantly, its students,” said Adm. Johnson.

The annual Distinguished Presidential Lecture Series provides a forum for highly accomplished individuals with ties to UMaine to share their personal stories and their perspectives on important societal issues of interest to the UMaine community.

Adm. Johnson graduated from UMaine in 1968 with a degree in political science, was commissioned in 1969 following Aviation Officer Candidate School, and designated a naval aviator in 1970. Initial sea duty assignments from 1970–1986 were in carrier-based squadrons flying the A-7E Corsair II. In 1988–90 he served as deputy commander, Carrier Air Wing SIX (USS Forrester); and 1994–95 commander, Carrier Air Wing THREE (USS Dwight D. Eisenhower). Adm. Johnson was selected for flag rank in February 1995. In September 1997, he reported as the senior military assistant to Deputy Secretary of Defense John Hamre, and in May 1999 was assigned as the senior military assistant to Secretary of Defense William S. Cohen. Adm. Johnson assumed command of the U.S. Sixth Fleet and Naval Striking and Support Forces Southern Europe in October 2000. He served as commander, U.S. Naval Forces, Europe and Joint Force Command, Naples, from 2001–04, and retired from active duty Dec. 1, 2004.

Leadership Week Keynote Address

DORIS KEARNS GOODWIN

Team of Rivals: Leadership Lessons from Abraham Lincoln



IN HER KEYNOTE address for Leadership Week, renowned historian and author Doris Kearns Goodwin focused on lessons in history that can be applied to today’s decision making. In particular, she discussed the administration of Abraham Lincoln, which featured a team of political rivals who advised the president.

“What’s been so much fun about studying a number of different presidents is the realization that the best of them share many of the same leadership attributes, suggesting that even though problems and challenges change over time — even though there are differences between government and university leadership — there are certain universal traits that are held in common by our most successful leaders,” Goodwin said.

Effective leaders have the capacity to listen to different points of view and a ready willingness to share credit for success, Goodwin said. They also have the ability to learn on the job, acknowledging errors and learning from their mistakes.

Lincoln willingly shouldered the blame for the failure of his subordinates, said Goodwin. When he was angry, he controlled his emotions. When he was under stress, he understood the importance of relaxation. And because he was aware of his own weaknesses, he compensated for them.



Successful leadership like Lincoln’s meant never forgetting the popular assemblage from which he came, Goodwin said. He had a quiet but steely resolution to stick to his long-term vision, even at moments when his own popularity was on the line. And he knew the importance of communicating his goals.

“History at its best is really about telling stories — stories about people who lived before, about events in the past that create the contours of the present,” Goodwin said. “It is by studying the lives of others that we can hope that we, the living, can learn from their struggles and their triumphs.”

Goodwin is a Pulitzer Prize-winning author who appears regularly on network television programs and was an on-air consultant for PBS documentaries on Lyndon B. Johnson, the Kennedy family, Franklin Roosevelt and Ken Burns’ *The History of Baseball*. Her best-selling books include *Lyndon Johnson and the American Dream*, *No Ordinary Time: Franklin and Eleanor Roosevelt: The American Home Front During World War II* and *Wait Till Next Year*. Goodwin’s most recent work is *Team of Rivals: The Political Genius of Abraham Lincoln*. She is currently working on a new book about the progressive era: Theodore Roosevelt, William Taft and the golden age of journalism.



INAUGURATION OF PAUL W. FERGUSON
19TH PRESIDENT OF THE UNIVERSITY OF MAINE

APRIL 19, 2012 ~ 10 A.M.
COLLINS CENTER FOR THE ARTS
UNIVERSITY OF MAINE

THURSDAY, APRIL 19, 2012

DR. PAUL W. FERGUSON

PAUL W. FERGUSON was appointed the 19th University of Maine president in March 2011 and officially assumed that role on July 1.

A Southern California native, President Ferguson is a Whittier College graduate who earned a Ph.D. in pharmacology and toxicology at the University of California, Davis in 1981. Between college and graduate school he gained practical experience working as a research specialist in the Los Angeles County-University of Southern California Medical Center and as a research biologist for Penwalt Corporation.

An accomplished scholar with a 30-year record of scholarly achievement, President Ferguson began his academic career as a pharmacology and toxicology faculty member at the University of Louisiana, Monroe. At that institution, he worked to establish an undergraduate toxicology program while leading research and outreach efforts aimed at assessing the potential risks from chemical exposures throughout Louisiana. After five years working as senior toxicologist for Unocal Corporation in Los Angeles, President Ferguson returned to ULM, serving as an award-winning professor and as the head of the Division of Pharmacology and Toxicology. In 1993, he was appointed dean of Graduate Studies and Research. He also served as vice provost from 1995–99, when he left ULM for the University of Nevada, Las Vegas.

At UNLV, President Ferguson served in a variety of leadership roles, helping that institution realize its vision of becoming a premier metropolitan research university. He joined UNLV as a professor and dean of the Graduate College, before being appointed senior vice provost in 2001. He served as vice president for Research and Graduate Studies from 2003–06, leading the continued development of the UNLV research and graduate education enterprise. During President Ferguson's time at UNLV, annual extramural funding increased from \$59 million to \$95 million, while the number of graduate programs rose from 74 to 108.

In 2006, President Ferguson was appointed provost and vice chancellor for Academic Affairs at the Edwardsville campus of Southern Illinois University, and professor of pharmacology and toxicology. He worked to implement major initiatives defined by five academic affairs imperatives: academic quality and assessment, student success, faculty development, educational outreach and enrollment management. During his time at SIUE, the university received national recognition for its academic innovation, culture of assessment and commitment to continuous quality improvement.

As a campus leader highly regarded for his commitment to engagement, inclusivity and quality, President Ferguson has a demonstrated record of university transformations in the areas of increased research and economic development, university-community partnerships, student success, faculty development and academic quality. Currently, President Ferguson is leading an inclusive, campuswide planning and implementation process, the Blue Sky Project, to elevate the University of Maine to new levels of excellence as the most distinctively community-engaged and student-centered of the American research universities.

President Ferguson and his wife, Grace, have been married for 36 years and have three children: David and his wife, Kayley, live in College Station, Texas, where he is a doctoral student in kinesiology at Texas A&M University; Kathryn, married to Bobby Bowman, is a medical student at NYU School of Medicine; and Jenny is a UMaine sophomore studying political science and French.

PROGRAM

THE INAUGURATION OF PAUL W. FERGUSON

19th President of the University of Maine

10 a.m.

Prelude Music

Performed by University of Maine Brass Quintet*

Processional (Please stand)

The Prince of Denmark's March, Jeremiah Clarke
March of the Priests, from *The Magic Flute*, W.A. Mozart
Trumpet Tune, Henry Purcell

Greeting

Daniel B. Williams, Chair, Inauguration Planning Committee

Presentation of Colors

University of Maine Army ROTC

National Anthem

Justin W. Zang, Graduate Student, Choral Conducting

Welcome and Introduction of Stage Party Members

Daniel B. Williams

Greetings to the President

Board of Trustees: Bonnie D. Newsom
Board of Visitors: Peter L. Haynes, Chair
President's Cabinet: Susan J. Hunter, Senior Vice President
for Academic Affairs and Provost
Faculty Senate: Michael H. Grillo, President

Reflections on President Ferguson's Path to the Presidency

Daniel Schlenk, Professor of Aquatic Ecotoxicology
University of California, Riverside

Julie D. Hopwood, Senior Advisor to the President
University of Maine

Musical Interlude

Nia, Glenn Burleigh
University Singers
Dennis K. Cox, Conductor

Investiture/Presentation of Presidential Medallion

James H. Page, Chancellor

Inaugural Address

Paul W. Ferguson, President

Musical Interlude

Come Travel With Me, Scott Farthing
University Singers

Closing Remarks

Daniel B. Williams

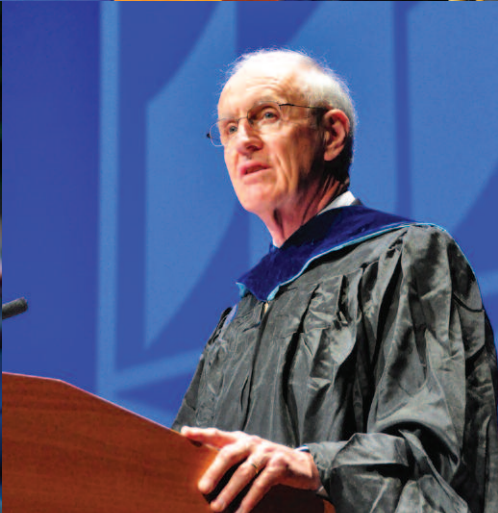
Musical Interlude

Maine Stein Song, Lincoln Colcord & E.A. Fenstad
University Singers

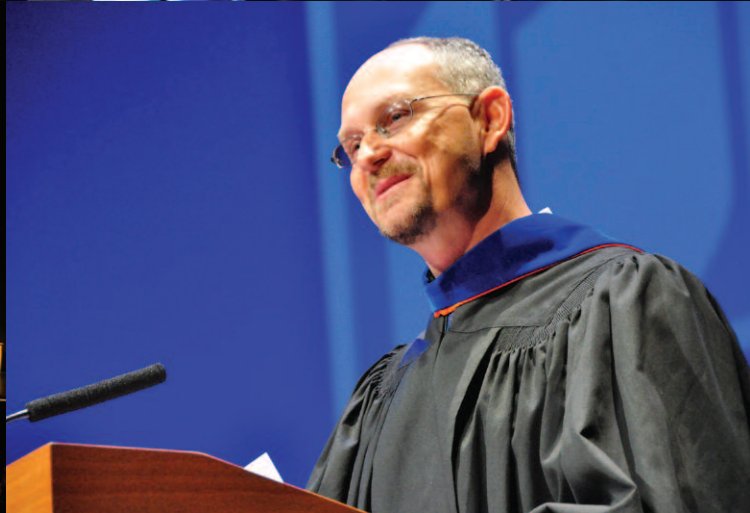
Recessional

Canzona per sonare #4, Giovanni Gabrielli
University of Maine Brass Quintet

*Jack Burt, trumpet; Sarah Sukeforth, trumpet; Scott Burditt, horn;
Trevor Marcho, trombone; Dan Barrett, bass trombone



Top: University of Maine Army ROTC; 2011 Distinguished Maine Professor Alfred A. Bushway
Center: Senior Advisor to the President Julie D. Hopwood; University of Maine System Trustee Bonnie D. Newsom (standing)
Bottom: University of Maine System Trustee Bonnie D. Newsom and University of Maine System Chancellor James H. Page;
UMaine Board of Visitors Chair Peter L. Haynes



Top: University of Maine President Paul W. Ferguson; Faculty Senate President Michael H. Grillo (left), UMaine Senior Vice President for Academic Affairs and Provost Susan J. Hunter, UMaine Board of Visitors Chair Peter L. Haynes; University of Maine Singers; UMaine Senior Vice President for Academic Affairs and Provost Susan J. Hunter
 Center: the Presidential Medallion; UMaine Board of Visitors Chair Peter L. Haynes and University of Maine President Paul W. Ferguson
 Bottom: Inauguration Stage Party; Professor of Aquatic Ecotoxicology Daniel Schlenk, University of California, Riverside



University of Maine mace

PRESIDENT PAUL W. FERGUSON

Inaugural Address

University of Maine

April 19, 2012

From Singing the Blues to Seeking Blue Skies: Reaffirming the Public Mission of the Public Research University

INTRODUCTIONS, THANKS AND APPRECIATION

Thank you, Chancellor Page, for your kind comments and for sharing this special moment with me. Although your time has been short in office, I greatly value our strong friendship and common vision.

Thank you to Trustee Bonnie Newsom and members of the University of Maine System Board of Trustees, and my colleague presidents for your strong commitment to higher education and the future of our sons and daughters. Your commitment to our students is highly valued.

Thank you to Peter Haynes, chair of our Board of Visitors, and the members of the University of Maine Board of Visitors for providing much support and encouragement to our great university and to your new First Family.

I greatly appreciate representation from members of our Congressional Delegation, as well as members of the Maine Legislature, and the leadership of our municipalities from across Maine. I value your attendance today and your engaged commitment to solving the pressing issues of our state, in addition to your attention to higher education.

To members of the University of Maine community — students, faculty, staff, President's Cabinet and administrators, and alumni — represented so well by Provost Hunter, Professor Grillo, Brianna Hughes and Anthony Ortiz — and to our many fellow citizens of Maine here today, I am especially

Inaugural Address *continued*

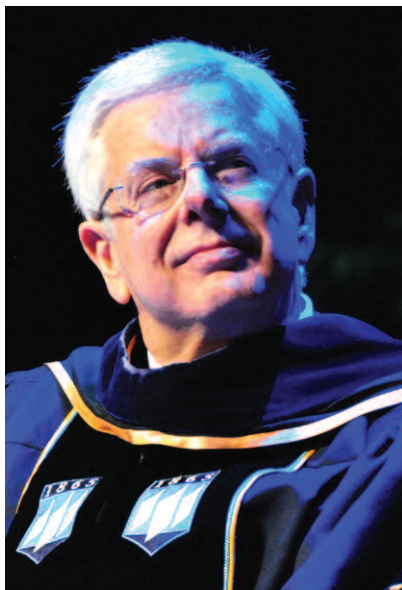
grateful for this moment to express my deep appreciation for having welcomed Grace, Jenny and me into your culture and community.

Although we are from away, you know we got here as soon as we could. You have embraced and supported us in every way. We feel like Mainers. “We did get here from there!” And it has been a “wicked good” time.

I am sincerely grateful to Danny Williams, our Master of Ceremonies today and chair of the Inauguration Planning Committee, and all of the members of the Inauguration planning team. It is always a pleasure to share the stage with our marvelous University Singers and a special thanks to Justin Zang for singing our *National Anthem*.

I continue to be impressed by our UMaine family who routinely demonstrate the qualities inherent in our state motto, *Dirigo*, meaning “I lead.” These qualities have been demonstrated in their commitment to honoring the University of Maine throughout this Leadership Week.

A special thanks to the wonderful guests who have traveled many miles to join us today — both family, friends and university delegates who have not only honored my family and me, but honor the great tradition of presidential transition. Their belief in the value of the Academy and its leadership is treasured.



Paul W. Ferguson

Thanks so much to Dan Schlenk and Julie Hopwood for their very kind and insightful comments. Each of them represents a significant aspect of my career path and each has played a substantive role in its shaping. I am grateful for having shared the journey with them. Dan has represented the type of student any professor would be proud to guide and, now, the type of professor any president would be proud to empower.

And, to Julie, the senior advisor to the President, a special note of gratitude and admiration for committing 10 years of dedication and loyalty that has truly defined the transition from protégé to colleague.

Lastly, and speaking of journeys, I am most grateful and, yes, blessed to acknowledge my life partner, Grace, who truly

has been with me at every step of the journey. I truly would not be here today without her support, encouragement and love. I am so blessed that Jenny is with us — as daughter, great friend and UMaine sophomore.

It also makes the day full to have my son, David, and our daughter-in-law, Kayley, with us today. I know my daughter Kate, and her husband, Bobby, are here with us in spirit, but needing to be in New York today for school and study.

REAFFIRMING THE PUBLIC MISSION OF THE PUBLIC RESEARCH UNIVERSITY

I am humbled to be standing here, in this place, with this honor. However, I am really glad that I am!

There is much conversation — and confusion — in the popular culture today about the role of the public university — especially the public research university. As we are preparing to celebrate the 150-year anniversary of the historic Morrill Act that enabled the creation of the land-grant



The Inauguration at the Collins Center for the Arts

Inaugural Address *continued*

universities across our nation, it is most fitting that we take a moment, particularly during the moment of a presidential inauguration at a prestigious land-grant university such as the University of Maine, to remind ourselves just who it is we are and what it is we are expected to do.

Craig Calhoun, writing in the recent book, *Knowledge Matters: The Public Mission of the Research University*, reflects on the current upheaval evident in higher education that faces financial shortfalls, new pressures for accountability, and intense competition for students and faculty from a variety of educational alternatives to our traditional base of strength. Calhoun affirms that “Determining how universities can and should respond to their current predicament demands a firmer sense of mission. Simply trying to defend the status quo ante is hardly a strategy likely to strengthen universities. Such a defense will not work and the status quo often deserves critique.”

Why do we need a defense? John Seely Brown and colleagues wrote in *Change* that the land-grant universities, when first created in 1865, represented a radical innovation: federally supported public colleges and universities, and the first to offer a broad-based, practical curriculum. Brown stated: “to a large extent, the emergence and growth of these institutions in the 20th century helped this country to become a leader in scientific and technical innovation and laid the educational foundation for the affluence that Americans have enjoyed. Today, they are responsible for educating more than 1.5 million undergraduate and graduate students annually and are among the country’s leading academic research universities.”

Even President John Kennedy commented in 1961 that the land-grant system developed by the Morrill Act was “the most ambitious and fruitful system of higher education in the history of the world.”

There is an obvious disconnect here. And, I would suggest, the disconnect is that the public university has drifted, in part, away from its visible, interconnected, partnership with the public sector.

In turn, the state and federal government, as well as many citizens, have lost sight of the critical role that the public research university plays in preparing their children for successful careers, for enhancing the quality of life, for spurring imagination through the arts and humanities, for creating new knowledge to fuel new technologies and businesses, and for continuing to partner with the state to create jobs and promote ongoing economic development.

This result has been an uncertain relationship of uncertain mutual benefits leading to a

Greetings to the President

I have had the good fortune of spending some time with President Ferguson. I find him to be thoughtful and gracious, and someone whose leadership skills come naturally. He is a skilled administrator and cares deeply about the student experience here. We are extremely fortunate to have him serving as leader of our flagship campus. It is important for us all to remember that President Ferguson will not work in solitude. Like the collective nature of this ceremony, the work ahead is a collective effort as well. Each of us has a role in supporting the new president and working to help UMaine achieve global distinction in teaching, research and outreach. I am confident that we can achieve such greatness.

Bonnie D. Newsom
*University of Maine System
Trustee, UMaine Alumna
Archaeologist*

misunderstanding of the roles and impact of faculty and their workload, a limited understanding of operational challenges we face and the efficiencies we achieve, and, of critical importance, the loss of mutual respect of the public and its university, both fiscally and, yes, with emotional support and loyalty.

I am not here to defend the status quo. I am here to defend this university's importance to the state of Maine and to re-emphasize the public good inherent in the mission of the public university.

I ask you all to join me during our 150th anniversary in recommitting to the inherent, mutually beneficial partnership between the citizens of Maine and their university.

The University of Maine remains committed to a broad-based, practical curriculum founded in the arts and sciences. In fact, our Blue Sky Project, an innovative and consensus-based strategic planning effort, is just such a recommitment to the original intent



Julie D. Hopwood, Paul W. Ferguson and Daniel B. Williams

Inaugural Address *continued*

of the Morrill Act, to be a catalyst for promoting quality of life for all of Maine’s citizens.

Although the technical and scientific expertise and curriculum may have evolved from 19th-century elementary agriculture (including uses of manure) taught by UMaine’s first faculty member and second president, M.C. Fernald, to our current 21st-century, world-class research themes, such as the development of deepwater offshore wind energy, high-temperature sensors for health monitoring of aeronautics and aerospace components, woody biomass conversion to JP-8 jet fuel, and nanocomposites, we remain committed to development of the “manners, morals and minds” of our students, as was the commitment of UMaine’s first president, Charles F. Allen.

In fact, Tom Friedman, affirming this concept of relevance and interdependence, wrote in the *New York Times* just this year: “The I.T. revolution is giving individuals more and more cheap tools of innovation, collaboration and creativity — thanks to hand-held computers, social networks and ‘the cloud,’ which stores powerful applications that anyone can download. And the globalization side of this revolution is integrating more and more of these empowered people into ecosystems, where they can innovate and manufacture more products and services that make people’s lives more healthy, educated, entertained, productive and comfortable. The best of these ecosystems will be cities and towns that combine a university, an educated populace, a dynamic business community and the fastest broadband connections on earth. These will be the job factories of the future. The countries that thrive will be those that build more of these towns that make possible ‘high-performance knowledge exchange and generation.’”

Our recent partnership within the Gig.U consortium of



Daniel Schlenk and Julie D. Hopwood

37 universities is bringing such broadband capacity to our region in central Maine and reflects well on the 21st-century maturity of UMaine.

The future of this university, to be renewed by our Blue Sky thinking, is, and will be characterized by, a UMaine focus on innovation, sustainability, stewardship, interdisciplinary study and renewability, furthering our distinctive capabilities to better understand and preserve our natural resources and the environment, our community and culture. Maine and the nation can prosper by partnering with this university — one that is clearly committed to substantive preparation of our students, both for their careers and as enlightened citizens, as well as committed to engaging the community and state that embraces it.

Over the past nine months, I have come to understand

Reflections on President Ferguson’s Path to the Presidency from Former Students — Now Colleagues

Paul has been recognized as an outstanding educator and researcher. Because of this, he can provide insight and vision to both the liberal arts and the applied sciences. It gives him the unique ability to listen and lead in both arenas, and that is truly remarkable. I consider myself clearly blessed to have met Paul Ferguson that day in 1982. When I ask myself, “Where would I be without Paul Ferguson?” I certainly would not be trying my best to mentor students as he mentored me, and I would likely not have had the opportunity of following the desires of my heart. In fact, it’s probably more appropriate to ask the scores of students and postdocs I have had the opportunity to mentor this question: “Where would YOU be without Paul Ferguson?”

Daniel Schlenk, Ph.D.
*Professor of Aquatic Ecotoxicology
University of California, Riverside*

Whether it’s students, faculty, staff, other administrators, the institution or the community, Paul Ferguson has the unique ability to see the opportunity in every situation, to connect people and community in ways that bring about progress that would otherwise not be achieved. Like most great leaders do, he points out the obvious. He provides clarity from the thousand-foot perspective, as we are often too in the weeds to notice what has been right in front of us all along. ... However, it isn’t just vision that makes a great leader. It requires the ability to translate that vision into action. In my opinion, this is what sets Paul Ferguson apart. He approaches every situation with a sense of optimism that I have never seen replicated. Paul has always remained constant in his approach to life and the world around him, seeing potential where others see adversity. These qualities are combined with an innate sense of fairness, trust, selflessness, reason and sincerity.

Julie D. Hopwood, J.D., M.S., M.P.A.
*Senior Advisor to the President
University of Maine*

Inaugural Address *continued*

what a special place Maine is. And, as I have travelled throughout this great state, I also have come to more fully appreciate the unique and special place that the University of Maine has in the hearts and minds of Maine people. Whether I am talking with older alumni, recent graduates, current students, faculty or staff, the love and pride that they have — you all have — for this university remains our greatest strength and is the foundation upon which we will build an even brighter future.

My pledge to you today as your new president is to not only preserve the legacy of this great university — to value its quality of people and place. But also, based upon a solid and fiscally sound foundation for excellence in teaching and research, to encourage our UMaine community to renew and enhance our engagement and service to our partners throughout the state, nation and world. In so doing, we will continue to affirm our relevance, mission and, yes, leadership, as a model — the standard, if you will — of the most distinctively community-engaged and student-centered of the American research universities — and one that will be the “college of our hearts always.”

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President Paul W. Ferguson's inaugural address





Investiture of President Paul W. Ferguson by Chancellor James H. Page

INVESTITURE

by
Chancellor James H. Page

Mr. President: In the 147 years that this institution has educated and enlightened the sons and daughters of Maine, as well as many from beyond our borders, 18 leaders have served before you. As with them, we make with you a pact of trust: that you will preserve and enhance the University of Maine and work tirelessly to extend its benefits to those who constitute its community and to the larger society of which it is so important a part. Your predecessors labored to establish and uphold these standards, and we expect you to continue that commitment as you make your personal imprint on the life of this great institution.

We charge you to defend and advance the work of the faculty, to cherish and respect the great tradition of academic freedom essential to our society, to lead by word and by deed those who themselves are looked to for wisdom and leadership.

We entrust to you our hopes for the future and the university's very reason for being — our students. You are first teacher among the company of teachers, and it is incumbent on you and your colleagues to so nurture and instruct, that those who study here will never question their choice of where to plan and build their futures.

We ask that you never forget that the life of the university depends on the confidence and support of the people of Maine. As a land-grant institution, the university has always had the special mission of public service.

But the university now has become more central to society than at any time in its history. Your responsibilities for economic development, for example, or for cultural affairs approach those for education itself.

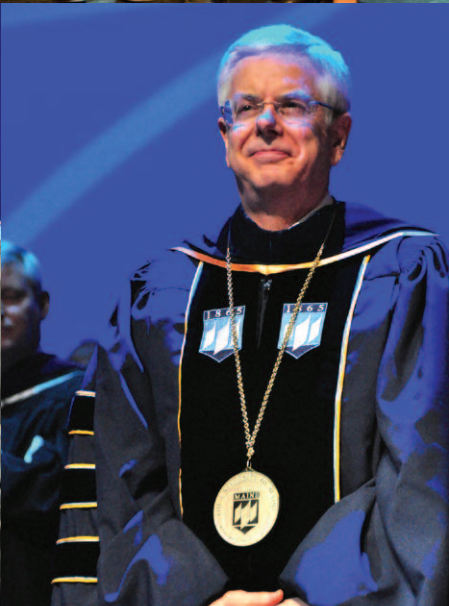
Remember that in all respects, it is the people's business you do here; your success is their success, and the university can succeed only if they succeed.

Mr. President, we give to you the care, custody and control of this respected institution, trusting that in you, and through your every endeavor, the University of Maine shall achieve the fondest hopes of those who depend on it and who love it best.

And now, having charged him with his responsibilities, and before this company, declared our faith in his judgment and leadership, I, James H. Page, Chancellor of the University of Maine System, acting on behalf and at the behest of the Board of Trustees of that System, do hereby appoint, affirm and declare Paul W. Ferguson to be the 19th President of the University of Maine, with all the rights and duties thereto pertaining.



*UMaine's First Family: Grace, Jenny, Paul, Kayley and David Ferguson
Not pictured: daughter Kathryn and her husband Bobby Bowman*



Top: Conductor Dennis K. Cox and the University Singers

Center: President Paul W. Ferguson and University of Maine System Chancellor James H. Page; President Paul W. Ferguson and his Cabinet

Bottom: Vice President for Student Affairs and Dean of Students Robert Dana with President Paul W. Ferguson; Inauguration Planning Committee Chair Daniel B. Williams; President Paul W. Ferguson

LEADERSHIP WEEK EVENTS

WEDNESDAY, APRIL 11

- ~ UNDERGRADUATE RESEARCH SHOWCASE
8 a.m. – 4 p.m., Wells Conference Center
- ~ UMAINE SYMPHONIC BAND
Presidential Reception 5:30 – 6:30 p.m., Concert 7 p.m.
Merrill Auditorium, Portland
Post-concert dessert social hosted by Alumni Chapter of Southern Maine

THURSDAY AND FRIDAY, APRIL 12–13

- ~ GRADExPO
9 a.m. – 4 p.m., Wells Conference Center

MONDAY, APRIL 16

- ~ STUDENT LEADERSHIP AWARDS CEREMONY
7 p.m., Hauck Auditorium

TUESDAY, APRIL 17

- ~ DISTINGUISHED PRESIDENTIAL LECTURE AND LUNCHEON
ADM. GREGORY G. JOHNSON '68, '09H
Noon, Wells Conference Center

WEDNESDAY, APRIL 18

- ~ KEYNOTE ADDRESS
DORIS KEARNS GOODWIN
7 p.m., Collins Center for the Arts

THURSDAY, APRIL 19

- ~ PRESIDENTIAL INAUGURATION
10 a.m., Collins Center for the Arts

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Selma Botman

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Charles F. Allen, 1871–1878
Merritt C. Fernald, 1879–1893
Abram W. Harris, 1893–1901
George E. Fellows, 1902–1910
Robert J. Aley, 1910–1921
Clarence C. Little, 1922–1925
Harold S. Boardman,
1926–1934
Arthur A. Hauck, 1934–1958
Lloyd H. Elliot, 1958–1965
H. Edwin Young, 1965–1968
Winthrop C. Libby, 1969–1973
Howard R. Neville, 1973–1979
Paul H. Silverman, 1980–1984
Arthur M. Johnson,
1984–1986
Dale W. Lick, 1986–1991
Frederick E. Hutchinson,
1992–1997
Peter S. Hoff, 1997–2004
Robert A. Kennedy,
2005–2011

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