



THE UNIVERSITY OF
MAINE

Academic Affairs

Academic Affairs
Annual Report

2016



A highlight of UMaine's 150th celebration in 2015 was Open University Day during Homecoming weekend.

Academic Affairs Annual Report



In 2015 we celebrated the University of Maine's sesquicentennial anniversary with a series of events held throughout the year. For me, the highlight of the 150th celebration was Open University Day on Saturday, Oct. 17. While our university is always open to the public, we extended a special invitation to the community to come learn about who we are by visiting our classrooms, laboratories, museums, library, sports complexes, outreach centers and arts facilities. For five hours, well over 1,500 visitors roamed campus and experienced a university that celebrates its history, but has an unswerving focus on its future.

The 2016 *Academic Affairs Annual Report* clearly illustrates that UMaine remains committed to the ideals of a land grant university 150 years into its journey. The report highlights the many ways that our faculty and students realize the tripartite mission of teaching, research and service. Like most reports of this type, it only scratches the surface — sampling accomplishments and activities. The report concludes with some of my thoughts about the challenges we face and the opportunities we have moving forward.

The accomplishments summarized in this report provide evidence of the quality and commitment of the faculty, administrators and staff who make up the Division of Academic Affairs. The immense pride I felt three years ago when provided the opportunity to serve as provost has only grown as my understanding of this great institution has developed. It is a pleasure for me to present this report to you.

A handwritten signature in black ink, appearing to read 'JEFF E HECKER', written in a cursive style.

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

2016

Academic Affairs Annual Report

I. Overview

Academic year 2015–16 was a productive one for the Division of Academic Affairs. The fall 2015 census showed 10,922 students enrolled at UMaine, 85 percent engaged in undergraduate studies and 15 percent in graduate education. There were 260,983 student credit hours taught in 2015–16, which represents a 5 percent increase in annual credit hour production over the past five years. UMaine awarded 2,228 degrees, including 359 master’s and 60 doctoral degrees.

Enrollment growth continues to be a key priority for the university and this past year witnessed some important progress in this regard. Enrollment Management developed a strategic repackaging of financial aid, introducing the *Flagship Match*, *Maine Match* and *Maine Matters* programs. Coupled with an aggressive marketing campaign, and revamping of recruitment and admissions operations, UMaine saw a record number of undergraduate applications for fall 2016 admissions. The first-year class entering this fall is anticipated to be over 2,300 students, the largest in UMaine’s history, with about 40 percent of the new students from out-of-state. At the graduate level, new students who have confirmed acceptance into master’s and doctoral programs are up 20 percent and 4 percent, respectively, over the same time last year, reversing a downward trend seen in recent years.

The UMaine faculty continues to excel as researchers, scholars and creative artists. In FY16, \$49,940,921 was received from external sponsors in support of research activities. There were 492 new proposals submitted. Faculty and students published well over 1,000 scholarly works, and gave scores of performances and exhibits.

The productivity of the faculty and staff is all the more impressive in the context of constrained resources that has been the norm at UMaine for many years. As UMaine’s FY17 budget was built, support for the Signature and Emerging Areas of Excellence and enrollment growth were prioritized. For the first time in several years, the UMaine faculty will grow in the coming year, with 11 more faculty hires relative to vacancies. We will welcome 62 new faculty members to campus this fall.

One exciting innovation this past year was the combined graduate and undergraduate student research symposium at the Cross Insurance Center. The symposium featured the work of more than 500 graduate and undergraduate students, with a total attendance of over 1,000 individuals, including federal, state and city government leaders and Maine-based employers. The Graduate Student Government, Center for Undergraduate Research, and Office of the Vice President for Research and Dean of the Graduate School collaborated to pull off this first-of-its-kind event.

Student success continues to be a primary focus. In June 2014, the *Provost’s Action Plan for Retention and Graduation*, which outlined a series of action steps to be taken over the ensuing two years, was released. Nearly all action items have been completed, and we are evaluating the impact of our efforts and developing new strategies to build upon the momentum. In summer 2015, the Think 30 initiative was launched. Over the past year, Think 30 has become part of the UMaine vernacular.

II. Serving Maine

The people and programs in the Division of Academic Affairs served the state and region through community engagement, economic development and workforce development. Additionally, UMaine faculty and administrators played essential roles in advancing the University of Maine System's One University vision, one goal of which is to create a sustainable public university system that will serve the state well into the future.

Community Engagement:

- The College of Education and Human Development (COEHD) has statewide reach through its connections with nearly every PK–20 school and educational organization in Maine. Examples include: the Maine Autism Institute for Education and Research, Maine ChildLINK with Centers for Disease Control (CDC), Transforming Rural Education Experience (TREE) and Maine Department of Education (DOE) Teacher Education State Accreditation Review Teams.
- Over the last academic year, the College of Engineering (COE) interacted with nearly 5,000 K–12 students. The COE coordinated and offered tours and hands-on activities in engineering facilities to more than 1,780 students from 51 Maine middle and high schools and other institutions.
- Hemant Pendse, Michael Bilodeau and Amy Luce, (Chemical and Biological Engineering) work with the Municipal Review Committee, Inc., a nonprofit organization composed of the 187 municipalities in central and eastern Maine, on a proposed waste processing facility in Hampden.
- Many COE senior capstone projects benefit the community, including the design of the Wounded Warrior Recreation Hall Upgrade in Mt. Vernon, and the design and fabrication of an electric, all-terrain wheelchair for Cody O'Bion, a Portland teen with limited mobility.
- Key University of Maine Humanities Center (UMHC) programs included Maine National History Day; Bangor Humanities Day; and the fourth annual statewide Humanities Summit, focused on veterans and the humanities.
- The School of Performing Arts Theatre Division provided facilities, props, scenery and costumes for various community and high school theatre productions.
- Numerous faculty in the College of Natural Sciences, Forestry, and Agriculture (NSFA) served as cooperating scientists for the Maine Cooperative Forestry Research Unit, which represents commercial forest landowners holding approximately 8.5 million acres of forestland in Maine.
- School of Social Work (SSW) students provided approximately 56,600 hours of service to more than 80 health and human service agencies in Maine and beyond.
- Kirk Maasch, School of Earth and Climate Sciences/Climate Change Institute (SECS/CCI) and Sean Birkel (CCI) are collaborating with the Maine CDC to develop regional-scale climate models for studying climate change impacts on airborne disease vectors.
- The student organization, Volunteer Income Tax Assistance Program (VITA), with adviser Martha Broderick, Maine Business School (MBS), provided an income tax assistance program and last-minute filing tips to local residents.
- Provost Jeffrey Hecker serves on the boards of the Maine Math and Science Alliance and the Bridge Year Educational Services, Inc.
- Melissa Ladenheim (HON) spearheaded Honors College participation at the 2015 Welcome Weekend Day of Service meal-packing event and a second such event on the MLK Day of Service. These events involved more than 80 student volunteers and about 43,000 meals.



UMaine STEM education engagement initiatives include summer science camps, sponsored by Physics and Astronomy, complete with a "goo exercise."

Community Engagement *continued*

- Matt Graham (MBS) is on the Board of Directors of OHI Maine, a nonprofit organization providing support and services to people with intellectual disabilities, autism and mental illness.
- Volunteers with UMaine's Cooperative Extension (CES) programs across the state contributed more than 5,000 hours in 2015 to grow a record-breaking donation of over 318,000 pounds of high-quality produce (value of \$537,000) to mitigate hunger, improve nutrition and health, and help recipients develop lifelong positive nutritional habits.
- CES-certified Parenting Education Professionals (PEP) made 1,984 home visits to 248 families. Using the evidenced-based model Parents as Teachers, PEPs met with families in their homes to share activity ideas to support child development and build parenting skills, as well as links to community resources.
- The Fred Hutchinson Center (FHC) partnered with Belfast Senior College to provide a six-weekend instructional Opera Series.
- UMaine's Conference Services coordinated the 2016 Expanding Your Horizons conference for middle school girls in Maine, serving over 300 students.
- The Marine Resource Exchange was held at the FHC on Jan. 8, 2016, bringing together UMaine graduate faculty and students, as well as Sea Grant and Cooperative Extension, members from the Department of Marine Resources, and individuals in the fishing industry for a day of discussion around how university research benefits the marine industry.
- Six staff members from UMaine's Office of Financial Aid participated in the Maine School Support Initiative (MSSI), a program funded by the Melmac Foundation aimed at helping students and their families complete the Free Application for Federal Student Aid (FAFSA).
- Fogler Library staff assisted in hosting National History Day at UMaine, giving two workshops for middle school and high school students.

- The University of Maine Press co-published books with the Penobscot Nation, Baxter State Park, Friends of Acadia National Park and other nonprofit organizations.
- Amy Blackstone, Rising Tide Center director, served on the Maine Career Connect Advisory Council.
- The biennial Cohen Lecture featured a moderated discussion of current international affairs by Secretary William Cohen, Ambassador Nicholas Burns and General Joseph Ralston.
- CES provides a variety of education options that earn education credits toward certification for growers in Maine who use commercial or general-use pesticides on property owned or leased by them. The Board of Pesticides Control estimates that this enables more than 2,000 growers to safely interact with the full spectrum of agricultural treatments.

Economic Development:

- Economic development is a key focus of the COE; the five academic units and two research and development centers (Process Development Center — PDC and Advanced Manufacturing Center — AMC) contribute in this area. This includes Habib Dagher (CIE), Krishna Thiagarajan, Mechanical Engineering (MEE) and others' development of offshore wind energy, as well as Hemant Pendse (CBE) and Jake Ward's (Office of Innovation and Economic Development — OIED) efforts to preserve pulping assets at the Old Town Mill and to repurpose these assets to produce bioproducts. The AMC worked with 52 Maine-based companies and individuals on new product and production facilities development.
- The PDC collaborated with and provided samples of cellulose nanomaterials to 55 companies and 120 academic and government research groups from 22 countries in an effort to advance the commercialization of these advanced biomaterials.

Economic Development *continued*

- In cooperation with the Maine International Trade Center, the Canadian-American Center organized and hosted an international conference, “Ocean Technology in New England and Atlantic Canada: Promoting a Network of Collaboration.”
- Research on high-temperature wireless sensors carried out at the Laboratory for Surface Science and Technology (LASST) is being transitioned to a spin-off company, Environetix Technologies Corporation.
- NSFA partnered with more than 40 companies and organizations on research projects, not including numerous individual forest and agricultural landowners.
- Mindy Crandall (SFR) updated economic impact estimates of the forest products industry and worked with industry stakeholders to provide information on the economic impacts of the industries they represent, and continued work assessing the impacts of wildlife policy on forest management through collaborations with nine conservation and forest companies that actively manage Maine’s forests.
- Maine Studies students examined the economic impact of the increase in the minimum wage proposed by the Bangor City Council in 2015, and the mechanical harvester in the blueberry industry.
- School of Economics (SOE) faculty engaged with the food and agriculture sector by estimating the economic impacts of aquaculture; the costs and financial sustainability of dairy farms; how to effectively control damage risks due to Colorado potato beetles; the costs of alternative wild blueberry production strategies; management methods for pollinator conservation; growth potential of local food networks; and impacts of aquaculture production on the value of coastal properties.
- The economic impact of the CES pest monitoring and educational programs on the Maine potato industry is estimated to be \$11.4 million for the 2015 season.
- CES engages in private food safety consulting and process authority food product reviews for new and existing companies statewide, and trained over 10,000 people in Maine in the past year.
- CES’s food process authority lab reviewed over 500 products, leading to added income and jobs in Maine and New Hampshire.
- The NSF EPSCoR \$20 million SEANET project includes 11 other Maine institutions, 37 faculty members, 23 graduate students and 93 undergraduate students.
- Provost Hecker traveled with Governor LePage and business leaders from the seafood industry to Japan and China with the Maine Trade Delegation.

Award-winning Atlas

The *Historical Atlas of Maine*, edited by geographer Stephen Hornsby and historian Richard Judd with cartographer Michael Hermann (University of Maine Press, 2015) collected four awards: the 2016 American Association of Geographers Globe Book Award for Public Understanding of Geography, the best Book/Atlas and Best of Show awards from the Cartography and Geographical Information Society, and the Excellence in Publishing Award from the Maine Writers & Publishers Alliance.





The NSF EPSCoR \$20 million SEANET project includes 11 other Maine institutions, 37 faculty members, 23 graduate students and 93 undergraduate students.

Economic Development *continued*

- Jake Ward (OIED) serves on the Maine Technology Institute (MTI) board and Biz Action Committee.
- Renee Kelly, Director of Economic Initiatives, serves on the board of the Economic Development Council of Maine and as chair of the board of the Bangor Region Chamber of Commerce, and participates on the leadership team for the Regional Resources Council.
- Fogler Reference Services librarians offered the Incubator Without Walls instruction and consultation for small business owners. They assisted with 54 patent and trademark consultations with members of the public.

Workforce Development:

- Teacher certification programs in the COEHD graduate more elementary and secondary teachers than all other such programs in Maine combined. All of the graduate programs in the COEHD are offered online, and in the evenings and weekends to accommodate busy, working professionals.
- The COE granted 24 percent more B.S. engineering degrees in 2015–16 compared to the prior year.
- Prior to graduation, 80 percent of COE graduates had at least one internship.
- UMaine hosted the 2016 Northeast Collegiate Cyber Defense Competition, which involved approximately 90 undergraduates from 10 universities.
- Seven students majoring in English had professional writing internships on campus or in Bangor-area businesses.
- The Center for Cooperative Aquaculture Research (CCAR) has four companies using incubator facilities, with over 15 employees.
- The School of Nursing is completing the second year of a HRSA Bureau of Health Professions-funded Advanced Education Nurse Traineeship grant, “Ensuring Access to Primary Health Care for Rural Maine.” The goal is to increase graduates of our MSN-Family Nurse Practitioner program.
- CSD is the only program preparing Speech-Language Pathologists in Maine. Within six months of graduation, 100 percent of CSD graduates found employment in the field.
- Managed by the Foster Center, the Innovate for Maine Fellows program selects the best and brightest college students with ties to Maine who are interested in innovation.
- Amanda Plourde joined the MBS staff in November 2015 as an Internship Coordinator/Professional Advisor. Since then, she has set up relationships with about 90 employers to facilitate internships for business students.
- The Cohen Institute developed and implemented the Maine Law Enforcement Leadership Symposium in partnership with the U.S. Marshals Service and Maine Army National Guard.
- The Honors College’s Idea Network of Biomedical Research (INBRE) program and the Sustainable Food Systems Research Collaborative (SFSRC) connect Honors students to business, public service organizations and other social change agents.
- UMaineOnline is growing enrollments in its online professional graduate programs, with a successful first year of the online MSW (full cohort of 25) and a soft launch of a new online MBA in spring 2016. Enrollments in the PSM in Bioinformatics and in Engineering/Business are up, as well as enrollments in Special Education. Enrollments in graduate certificates are up in Business Administration, Autism Spectrum Disorders and Digital Curation.
- Enrollment Management efforts to increase the number of out-of-state students aids the effort to attract and retain future members of the Maine workforce. About 20 percent of out-of-state students who graduate from UMaine stay in the state for their first jobs.

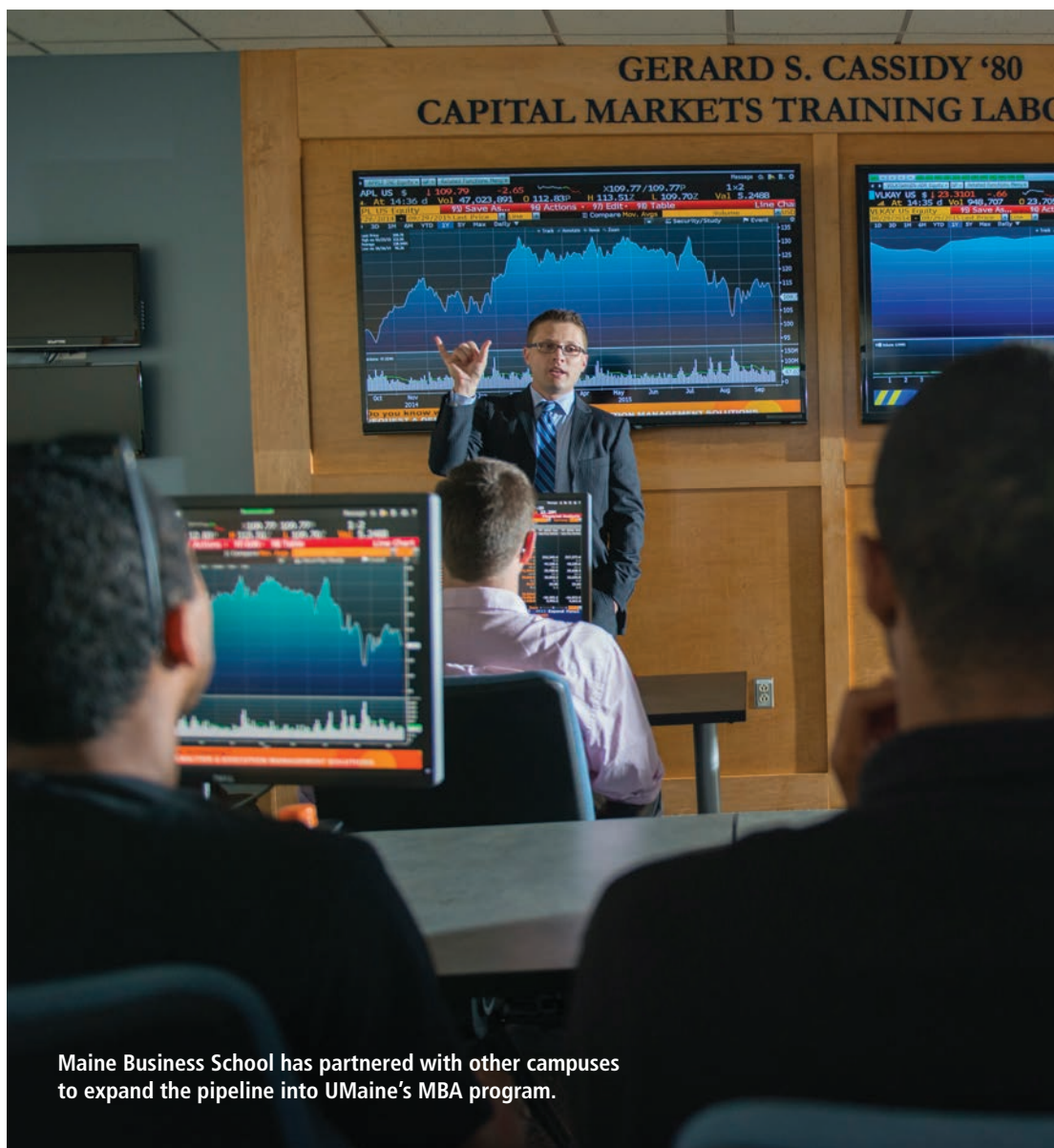
One University Initiatives

- The COEHD faculty is engaged with the University of Maine at Machias (UMM) on teacher education programs related to rural poverty and meeting teaching shortages in Washington County.
- The COEHD offers a master's degree program in Instructional Technology in collaboration with UMF and USM.
- The COE led the UMS Program Integration Team (PIT) for Engineering focused on the Entry Level Engineering Community (ELEC) and the Electrical and Mechanical Engineering Community (EMEC).
- Bruce Segee (ECE) submitted NSF proposals in collaboration with all seven campuses of the UMS.
- Jane Smith (MLC) is leading efforts to organize an ACTFL workshop slated for September 2016 with language faculty from across UMS to plan for a proficiency-oriented curriculum and assessment.



Prior to graduation, 80 percent of Engineering graduates had at least one internship.

- The UMS program integration initiative centered on CLAS disciplines, with faculty participants from Chemistry, English, Mathematics, Physics and Psychology.
- UMaine faculty members from Anthropology, Art, English, Mathematics, Music, Psychology and Theatre, along with the dean and associate dean, participated with UMM faculty and administrators on planning teams to develop recommendations for the “primary partnership.”
- Mazie Hough (History/WGS) and UMS collaborators are developing an exhibit for the Maine State Museum to mark the centennial of women's suffrage.
- SOE is collaborating with USM, UMM, UNE and COA on health policy, coastal management and aquaculture research.
- UMaine Darling Marine Center director Heather Leslie and UMM professor Brian Beal developed the SEA (Science for Economic Impact & Application) Fellows Program to catalyze university-industry partnerships related to the state's marine economy and ecosystems on which it depends.
- An undergraduate student from the University of Maine at Presque Isle is pursuing a Senior Thesis in School of Environmental and Climate Science with Professor Aaron Putnam.
- Richard Borgman, MBA Director, led recruitment efforts to other campuses to expand the pipeline into the UMaine MBA program.
- The dean and associate dean of the Honors College met several times with directors and representatives of the honors programs from UMF, UMA and USM to discuss revival of a systemwide Honors annual meeting, collaborative projects in engaged research and revival of the System Honors journal.
- Lakesh Sharma was hired into the joint-appointment of Assistant Extension Professor (80 percent) at UMaine and Assistant Professor of Sustainable Agriculture (20 percent) at University of Maine at Presque Isle, College of Arts and Sciences. This is the first time a single faculty position has been split between two UMS campuses.



Maine Business School has partnered with other campuses to expand the pipeline into UMaine's MBA program.

One University Initiatives *continued*

- The Division of Lifelong Learning's online student adviser is working with others in the System to develop a fully online orientation program.
- The Research Reinvestment funds from UMS are supporting more than 50 UMaine faculty members in their applied research work and fostering collaborations across UMS.
- The Division of Enrollment Management is working with the University of Maine at Machias on admissions, marketing and financial aid.
- Rising Tide Center staff engaged in discussions with UMS Human Resources director and staff members about Rising Tide policy initiatives, trainings and forms.

III. Culture of Excellence

The Division of Academic Affairs strives toward excellence in fulfilling our teaching, research and public service missions. In 2015–16, our programs, faculty and students were recognized for excellence locally, regionally, nationally and internationally.

Several graduate programs were ranked in the top 100 of schools nationally. The University of Maine's College of Education and Human Development was ranked 93rd, the School of Earth and Climate Sciences 88th, and the School of Social Work 78th in the 2016 *U.S. News and World Report Guide to the Best Graduate Schools*. Additionally, the School of Social Work was ranked 17th out of the 25 most affordable MSW programs by the *Social Work Degree Guide*.

External Funding

One indicator of excellence is the success UMaine faculty and students have competing for grants to support research, teaching and service. During FY16, a total of \$49,940,921 was received from extramural sponsors, comprising 319 awards. UMaine saw a \$3 million (-6.5 percent) increase in total grant dollars from those received in FY15. UMaine has averaged \$50 million in annual grant dollars received in the past five years. Some noteworthy grants received in 2015–16 include the following:

- UMaine was selected as one of 37 institutions nationwide and awarded \$150K to host 25 emerging public management leaders from Sub-Saharan Africa for a six-week academic and leadership institute through the Mandela Washington Fellowship. This high-profile project is sponsored by the U.S. Department of State and represents the flagship program of President Obama's Young African Leaders Initiative (YALI).
- Ellen Mallory (CES/School of Food and Agriculture) received \$999,000 in funding for her work: Innovative sowing, cultivation, and rotational strategies to address weeds.
- Heather Leslie (School of Marine Science/Darling Marine Center) was awarded \$1.8 million for the grant, Resiliency and adaptive capacity for small scale fishing communities.
- Stephanie Welcomer (MBS) received a FY17 research grant through the Sustainability Solutions Initiative, \$39,348, for Cheesemaking in Maine: Investigating Social, Economic and Environmental Practices and Sustainability.
- Eric Chapman received a \$551,225 U.S. Department of Education grant for the Student Support Services Program.
- David Hart (Mitchell Center for Sustainability Solutions/SBE) accepted \$900,000 for his grant, Strengthening the basis for scientific decision-making.
- Sally Molloy (HON) was the principal investigator for a \$50,000 grant from the Howard Hughes Medical Institute that supported her position as NSFA-Honors Preceptor of Genomics in FY16.
- Bruce Segee (ECE) was awarded a \$2 million NSF grant to develop curriculum for rural middle school children that will engage them with programming, spatial reasoning and problem-solving skills through the use of computer games.
- Neal Pettigrew (SMS) accepted a \$800,000 award for his grant, NERACOOS, Gulf of Maine ocean monitoring.
- Claire Sullivan (CMJ) received a Davis Educational Foundation grant for \$187,245 to implement the Engaged Black Bear digital badging project.
- Maine Aqua Ventus offshore wind demonstration program qualified for \$40 million of construction funding from the Department of Energy Technology.



Habib Dagher (Civil Engineering, Advanced Structures and Composites Center) was recognized as a 2015 White House Transportation Champion of Change. Professor Dagher was also profiled in *The Maine Magazine's* 50 People to Watch issue.

Faculty Awards

Presidential Public Service Achievement Award

Amy Fried
Political Science

Presidential Outstanding Teaching Award

Howard "Mac" Gray
Construction Engineering
Technology

Presidential Research and Creative Achievement Award

Neil Pettigrew
School of Marine Sciences

Distinguished Maine Professor

Paul "Jim" Roscoe
Anthropology

External Funding *continued*

- The Center for Cooperative Aquaculture Research hosted a \$650K, two-year study of land-based integrated multitrophic aquaculture SBIR project awarded by the National Science Foundation to Acadia Harvest, Inc.

Faculty Achievements

- Jennifer Moxley (ENG) was a finalist for the Claremont Graduate University's \$100,000 Kingsley Tufts Poetry Award.
- Anne Knowles (HTY), a 2015 Guggenheim Fellowship winner, was awarded an NEH Digital Humanities Start-Up Grant to establish UMaine's Digital History Lab.
- Mohsen Shahinpoor (MEE) was inducted as a Fellow of the National Academy of Inventors.

- Howard Segal (HTY) received the Lyman Tower Sargent Award for Distinguished Scholarship from the Society for Utopian Studies.
- Ramesh Gupta (MAT) was honored with a special issue of *Communications in Theory – Statistics and Methods* dedicated to him.
- Habib Dagher (CIE, Advanced Structures and Composites Center) was recognized as a 2015 White House Transportation Champion of Change. Professor Dagher was also profiled in *The Maine Magazine's* 50 People to Watch Issue.
- Sandra Caron (COEHD) was awarded the college's Research and Creative Achievement Award.
- Susan Bennett-Armistead (COEHD) was awarded the college's Outstanding Teaching Award.
- Richard Young (COEHD) was awarded the college's Adjunct Teaching Award.
- John Maddaus (COEHD) was awarded the Faculty Service Award.
- Margo Brown (COEHD, Child Development Learning Center) received the University of Maine Graduate Faculty Mentor Award.
- Robert Glover (POS/HON) was an ENACT (Educational Network for Active Civic Transformation) Faculty Fellow at the International Center for Ethics, Justice and Public Life at Brandeis University, and was also a national finalist for the Ernest A. Lynton Award for the Scholarship of Engagement for Early Career Faculty.
- Melissa Ladenheim (HON) was the 2016 recipient of the Dean Lucy Award given by the UMaine Bodwell Center for Service and Volunteerism.
- Ed Nadeau (ART/HON) was Artist in Residence at the Atelier Fourwinds in Aurielle, France.
- Aaron Putnam (SECS) was awarded a National Science Foundation Early Career Award.
- Adrienne White (School of Food and Agriculture) and Rebecca Van Beneden (SMS) received 2016 Advance Career Recognition Awards.
- Niclas Erhardt (MBS) was visiting professor at Providence College Business School.
- Sebastian Lobe (MBS) received the 2014 Best Paper Award of the journal *European Financial Management* for his article, "The Alternative Three-Factor Model: an Alternative beyond U.S. Markets?"
- Robert Wheeler (MBMS) received a Fulbright Senior Scholar Award for Study and Research in Italy.
- Jessica Leahy (SFR) received the 2016 Northeast Master Logger Support Award.
- George Denton (SECS) received the 2015 Distinguished Career Award from the Division of Quaternary Geology and Geomorphology of the Geological Society of America.
- Paul Mayewski (CCI/SECS) received the prestigious Hans Oeschger Medal for outstanding contribution to ice core and climate research.
- Jeff Runge (SMS) received the Prix d'Excellence award from the Department of Fisheries and Oceans, Canada.
- Edward Grew (SECS) was awarded the Collins Medal by the Mineralogical Society of Great Britain and Ireland.
- Elizabeth DePoy (SSW) was selected for a Fulbright Flex Award to support her collaborative research with colleagues at the University of Dundee, Scotland.
- Heather Leslie (SMS) was named a Leopold Leadership Fellow.
- Michelle Smith (SBE) received a Promoting Active Learning and Mentoring fellowship from the Genetics Society of America.
- Robert Rice (SFR) received the Society of Wood Science and Technology 2016 Distinguished Service Award.

Faculty Achievements *continued*

- Denise Skonberg (School of Food and Agriculture) received the Graduate Student Government Faculty Mentor Award and the 2015 Outstanding Service Award from the IFT Education, Extension, and Outreach Division.
- Nancy Hall (CSD) received a Distinguished Mentor Award from the All-Maine Women Honor Society.

Student Achievements

- In AY16–17, the graduate student body will include five NSF Graduate Research Fellows, two Switzer Environmental Fellows, and six Fulbright and USAID Pretasi Fellows.
- Hilary Warner-Evans (ANT) presented a paper on the North Pond Hermit at the American Folklore Society meeting in Long Beach, California.
- Reuben Dendinger (ENG) won a Henry Braun Memorial Poetry Prize.
- Graham Van Goffrier (MAT) finished in the top 400 participants (out of over 2,000 nationwide) in the annual William Lowell Putnam mathematics problem-solving competition.
- Haleigh Moran and Katrina Ogden (SOC) were chosen to participate in the American Sociological Association's prestigious summer honors program.
- Abbie Wessels (CHB) received the German Research Internship in Science and Engineering (RISE) on a grant from the German academic Exchange Service for 2015–16.
- Nadir Yildirim (SFR) founded Revolution Research, Inc., which won the Top Gun Showcase, was a voters' choice finalist in the Greenlight Maine show, and was awarded Business Accelerator and TechStart grants from the Maine Technology Institute.
- Emilia Golebiowska (CHB) was the winner of the Best Student Paper Award at the PAPERCON'16 in the Coating and Graphics Arts Division.

- Michael Choinere (MEE) was awarded the Iberdrola Graduate Fellowship, a scholarship that supports research in sustainable energy, energy efficiency and climate-related areas of study.
- Tara Mullins (SVT) was awarded the Francis H. Moffitt Memorial Scholarship at American Society of Photogrammetry and Remote Sensing.
- Karen Pianka and Noah Oppenheim (SMS) are Knauss Fellows in Washington, D.C.
- Morgan Robinson, Melissa Thompson, Kara Capossela, Morgan Kinney, Joseph Flanagan, Joshua Stanhope, Matthew Dunning, Chris Rowley, Erika Marsters, Kathryn Ventrella, Samantha Pelletier, Nicholas Stahl, Katie Delcourt, and Yusen Zhai received COEHD Outstand Student Awards.



Jessica Waller's micrograph of a larval American lobster won the Visualization Challenge Award sponsored by the NSF and *Popular Science* magazine.



Kimberly Miner received several significant awards, including a SMART grant from the Department of Defense and a Switzer Environmental Fellowship for emerging environmental leaders.

- Emily Wilkins (SFR) won the best poster award and received special recognition in Natural Resources and Tourism field at the 2015 International Congress on Coastal and Marine Tourism.
- Jessica Waller's (SMS) micrograph of a larval American lobster won the Visualization Challenge Award sponsored by the NSF and *Popular Science* magazine. She also received the Edith Patch Award.
- Charlotte Royer (SMS) received funding from the NSF East Asia Program Summer Institute to study at Hokkaido University, Japan.
- Jacob Schwab (Environmental Horticulture) received a Vic and Margaret Ball Intern Scholarship from the American Floral Endowment.
- Margaret Pierce received the Communication Sciences and Disorders Outstanding Undergraduate Research Award, as well as national American Speech-Language-Hearing Association Minority Leadership award.
- Kimberly Miner (SECS) received several significant awards including: the College's Outstanding Service Award; a Fulbright grant; a SMART (Science, Mathematics and Research for Transformation) grant from the Department of Defense; and a Switzer Environmental Fellowship for emerging environmental leaders.
- Ashley Cooper (PRT) was the first-ever recipient of the Erika Hall Life Enrichment Award and will participate in a world conference in Spain.

2016 Valedictorian and Salutatorian

Nicholas Fried of Millerstown, Pennsylvania, is the 2016 University of Maine valedictorian and Connor Smart of Lincoln, Maine, is the salutatorian.

Fried majored in animal and veterinary sciences, with a minor in chemistry. This fall, he will be an M.D./Ph.D. student at the Louisiana State University Health Sciences Center, Schools of Medicine and Graduate Studies in New Orleans. He plans to become a primary care physician in a medically underserved community and conduct research in zoonotic epidemiology. Fried's numerous academic honors include a J. Franklin Witter Undergraduate Research Grant from UMaine, the Helen Louise Stinchfield '18 Memorial Scholarship from the University of Maine Foundation, and the Inez Boyd Environmental Research Award from the Penobscot Valley Chapter of Maine Audubon.



Nicholas Fried

Smart double majored in accounting and finance, and was the Outstanding Graduating Student in the Maine Business School. He was the 2012 valedictorian of Mattanawcook Academy. Smart is pursuing a career as a certified public accountant in Maine, and plans to be actively involved in nonprofit and social service organizations. In the spring 2015 semester, Smart interned with the certified public accountants firm of Edwards, Faust & Smith in Bangor. On campus, he was a peer tutor in accounting and student ambassador in the Maine Business School, and worked in summer 2014 in UMaine's Office of Research and Sponsored Programs.



Connor Smart

2016 Outstanding Graduating Students

Ahmed Almaghasilah
International Student
College of Engineering

Mikaela Gustafsson
International Student
College of Liberal Arts
and Sciences

Kathleen Hill
Division of Lifelong
Learning

Jade McGuire
College of Education and
Human Development

Yi Peng
College of Engineering

Connor Smart
Maine Business School

Dominika Trzilova
International Student
College of Natural
Sciences, Forestry, and
Agriculture

Nipun Vaidya
International Student
Maine Business School

Hilary Warner-Evans
College of Liberal Arts
and Sciences

Annabelle Wilson
International Student
College of Education and
Human Development

Elizabeth Wood
College of Natural
Sciences, Forestry, and
Agriculture

Student Performance on National Boards and Exams

- One hundred percent of Communication Sciences and Disorders (CSD) students earned passing scores on the national Praxis Test in Speech-Language Pathology. The national pass rate is 86 percent.
- The first-attempt pass rate on the RN national licensure exam (NCLEX-RN) for BSN graduates in the last reporting period was 84 percent. The national mean was 83 percent. May 2015 graduates of the MSN family nurse practitioner program had an 89 percent first-attempt pass rate on the national certification exam.
- One hundred percent of COEHD students passed the Praxis II examination, the primary exam used across UMaine's teacher certification programs. For more than half of the students tested, reading scores exceeded the passing score by 20 points. Every graduate student in special education achieved a passing score on related Praxis tests as well. Graduate certification students in English, math and science also achieved 100 percent pass rates. All four Counselor Education students who completed the National Counselor Examination passed with scores higher than the national average. Finally, all Athletic Training students who took the national certification exam passed the exam on their first attempt.



One hundred percent of COEHD students passed the PRAXIS II examination, the primary exam used across UMaine's teacher certification programs.



Now in its second year, the Think 30 initiative is an important component of UMaine student success.

Degrees Granted (Excluding post-baccalaureate certificates)

	Bachelor's	Master's	Doctoral	Total
Education and Human Development	175	117 *	6	298
Engineering	375	35	8	418
Honors College <i>(76 bachelor's degrees with Honors)</i>				
Liberal Arts and Sciences	425	70	23	518
Maine Business School	261	22	–	283
Natural Sciences, Forestry, and Agriculture	501	136	17	654
Division of Lifelong Learning <i>(Bachelor of University Studies)</i>	19	–	–	19
Other programs	–	3	6	9
University of Maine totals:	1,756	383	60	2,199

*Includes 22 certificates of advanced studies

IV. Student Engagement and Success

Student success is at the core of the Academic Affairs mission. Success starts with attracting the best and brightest students to UMaine and continues through delivery of innovative curricula and programs. Students are supported throughout their tenure at UMaine so that they graduate in a timely fashion and are prepared to succeed.

Enrollment Management

- The Darling Marine Center and the School of Marine Sciences offered tours of the DMC in parallel with tours organized by Enrollment Management. In 2015–16, 141 high school students visited the center through individual family visits and organized school trips.
- Division of Lifelong Learning (DLL) partnered with Enrollment Management and the Graduate School to adopt the Target X data management system for UMaineOnline and the Graduate School. This product will significantly improve enrollment management functions for DLL's online graduate programs, while allowing the Division to work with the Graduate School more closely and effectively.
- In partnership with Mathematics and Statistics and Marketing and Communications, Academic Affairs and Enrollment Management created the Math Placement Exam video, a Think 30 initiative encouraging incoming students to take the exam in spring or summer in order to secure a seat in the right Fall math course. The video was sent to nearly 1,000 incoming students. It resulted in a substantial uptick in the percentage of students completing the exam in a timely fashion.
- Through a pilot with Admissions, COEHD staff participated in targeted recruitment events in Maine and other states.
- Cooperative Extension worked with Admissions counselors to help high school students apply to the university during the 9th Annual 4-H@UMaine Weekend.
- The University of Maine Alumni Association and Enrollment Management collaborated to involve alumni in recruitment and retention efforts in Maine and nationally.
- COEHD offered UMaine's first Living Learning Community, a program designed to strengthen academic outcomes and socialization for students in the college.

Student Credit Hour Production

	Undergraduate	Graduate	Total
Education and Human Development	17,392	4,049	21,441
Engineering	27,982	1,297	29,279
Honors College	5,320	–	5,320
Liberal Arts and Sciences	115,976	4,418	120,394
Maine Business School	16,773	739	17,512
Natural Sciences, Forestry, and Agriculture	56,486	6,488	62,974
Division of Lifelong Learning	1,346	81	1,427
Other programs	2,493	144	2,637
	=====	=====	=====
University of Maine totals:	243,766	17,216	260,982



The College of Liberal Arts and Sciences and Maine Business School finalized an agreement in which the college becomes the general offering partner to make the five-year MBA available to liberal arts and sciences undergraduates.

Enrollment Management *continued*

- Enrollment Management staff worked with the Honors College, the School of Biology and Ecology, and other units to update catalog information, web pages and other materials shared with prospective or confirmed students.
- College of Engineering, the Maine Business School and DLL worked with Enrollment Management to develop high-quality promotional videos.

Curricular Innovations

- Associate Provost LaRocque and Senior Associate Provost St. John led a Faculty Development Working Group culminating in a set of recommendations and an agreement that the new Center for Innovation in Teaching and Learning (CITL) will launch in September 2016. Led by Director Peter Schilling, the center will support faculty, instructors and graduate teaching assistants in course design, the use of classroom technology, the use of learning analytics, and other facets of teaching and learning. The center will also offer colloquia, workshops, and other presentations.
- CLAS developed a first-year student success course (LAS 150) available to all its incoming students.
- CLAS and the Maine Business School finalized an agreement in which CLAS becomes the general offering partner to make the five-year MBA available to CLAS undergraduates. Students who complete the coursework needed for entering the MBA program will be considered to have met the BA minor requirements, in effect creating a 4+1 MBA option for which any CLAS student could be eligible.
- The Cohen Institute For Leadership & Public Service launched a new Washington, D.C.-based travel course, Leadership in Chaotic Times. Students gain hands-on experience and interact with high-level government leaders in an immersive learning environment.

- Electrical and Computer Engineering established a five-year B.S./M.S. pathway for both ELE majors. Exceptional students are pre-admitted into the graduate programs in their junior year and may apply a portion of their advanced coursework from their undergraduate program toward their nonthesis M.S. degrees.
- Molecular and Biomedical Sciences has developed a comprehensive learning outcomes assessment plan for its B.S. degree programs.
- The new Student Hacker Space will open in fall 2016 in the Memorial Union computer cluster. This innovative space will promote student creativity for individual students and classes. The Hacker Space initiative is a partnership involving DLL, Academic Affairs, the Division of Student Life and others.
- In collaboration with DLL, the Maine Business School has developed an online version of the MBA. Students who prefer the online format will be able to complete their MBA program entirely online.
- The School of Forest Resources has capitalized on the university's longer winter break by developing a Forest Winter Operations course, offered the week before classes begin in January. This course, the first of its kind at UMaine in over 70 years, involved operations at three forest company locations in northern Maine along with two days of activities on University Forest lands.

Athletics and Academics

- Over half of our student athletes were honored this year for academic success. A record 218 were named UMaine Scholar-Athletes for achieving or maintaining a 3.0 GPA in calendar year 2015, and 79 new students were named Rising Stars for achieving 3.0 in their first semester.
- Women's Basketball was ranked 24th nationally out of 349 Division I teams and was named to the WBCA Top 25 Academic Honor Roll.

Athletics and Academics *continued*

- Women's Cross Country was recognized by the NCAA for being in the top 10 percent academically of all teams nationwide in their sport. The team achieved a perfect Academic Progress Rate score of 1000.
- Three student-athletes were named the Outstanding Graduate or Outstanding International Student in their colleges: Mikayla Gustafson (CLAS, Women's Basketball); Annabelle Wilson (EDHD, Women's Track & Field); and Elizabeth Wood (NSFA, Women's Basketball).
- In 2015–16, 97 student-athletes graduated.

Retention and Graduation

- DLL reintroduced Winter Session, a Think 30 initiative featuring a select group of high-demand undergraduate courses taught by veteran online instructors. Winter Session's 678 students, principally juniors and seniors, enrolled in 2,032 credit hours.
- Led by Registrar Kim Page and the Student Records team, and with ongoing help from chairs/directors and staff campuswide, the university adopted the Infoslem course-scheduling system with the twin goals of making scheduling more effective for students and faculty and reducing bottlenecks in fall and spring.
- The RiSE Center's Faculty Course Modification Incentive Grant and Maine Learning Assistant (FIG-MLA) program supported 16 STEM faculty and 18 modified STEM courses across 12 departments — a total enrollment of over 2,400 students — with the help of 65 STEM undergraduate Learning Assistants.
- UMaine continues to succeed in preparing new graduates for the workforce. Of the most recent cohort survey (2013–14 grads), 75 percent of UMaine graduates are employed full-time. Of those, 90 percent of MBS students and 86 percent of Engineering students are employed full-time.

- CLAS and Academic Affairs partnered to move the Explorations Program into CLAS beginning July 1, where it will be led by CLAS Advising Center Director John Mascetta and continue to serve the needs of first-year students who have not yet declared a major.
- In collaboration with Marketing and Communications, DLL developed a comprehensive marketing and awareness campaign to promote the Think 30 initiative. Efforts included large banners, table-top signs, digital ads, promotion at campus events, communication with advisers and other staff, the co-branding of Winter Session and Summer University with the Think 30, and a partnership with Admissions to feature Think 30 in student recruitment.



V. Challenges and Opportunities

Reflecting upon the activities and accomplishments of the Division of Academic Affairs, there is much to celebrate, particularly when one considers the financial challenges the university has faced. Decisions by the University of Maine System Board of Trustees to leave the in-state tuition rate flat for six consecutive years and to reallocate the state appropriation so that an annually decreasing portion is allocated to UMaine has created tremendous financial pressures. We have managed these fiscal realities by maintaining a focus on strategic priorities and engaging the UMaine community in an ongoing dialogue throughout the budget-development process. For the fiscal year 2017 budget, the Division of Academic Affairs needed to manage a gap of nearly \$2.5 million between revenue and expenses. As in years past, the Academic Affairs budget was developed through a collaborative and iterative process involving faculty, staff, college leadership, the provost's office, the president's office and the Chief Business Officer. Throughout this process, we kept focus on strategic priorities. Consequently, for the first time in recent memory, and despite the budget cut, the number of new faculty members hired was larger than the number of faculty lines vacated through attrition. Growing the faculty is essential to meeting our strategic goals.

Growth in the size and quality of the UMaine student body is also essential to continued success. The work of the Enrollment Management team to significantly grow the number of student applications to UMaine positions us to achieve our goals. This past year, UMaine created a waiting list for accepted students and enforced a May 1 deadline for confirmation, the first time these steps have been taken in decades. Even with these management strategies, the entering class of fall

2016 will be the largest in UMaine's history. The enrollment growth is due entirely to increased interest in UMaine among out-of-state students. Increased applications will allow us to raise the selection standards for students in the coming year, thus raising UMaine's profile nationally. At the same time, we will redirect resources previously allocated to support students who were less well prepared for college to meet the needs of the growing number of prepared students. Through strategic partnerships with other UMS universities less well-prepared students will continue to have opportunities to earn their way into UMaine degree programs through 1+3, 2+2 and other collaborative initiatives.

Partnerships with our sister universities in the University of Maine System have been developing through the UMS Academic Transformation process. UMaine faculty have played lead roles in so-called Program Integration Teams that are exploring ways to increase accessibility to, and enhance the quality of, UMS academic programs through collaboration among campuses. An example launching this fall is UMaine's Master's of Education in Instruction Technology program, which will be delivered by UMaine, University of Southern Maine and University of Maine at Farmington faculties. This summer, under the auspices of the proposed "primary partnership," UMaine and University of Maine at Machias faculties have been working in disciplinary teams to develop recommendations for greater integration of academic programming between the two campuses.

In the 2016–17 academic year, three new initiatives hold great promise for UMaine's future. First, the University of Maine Rising Tide Center will be established as a permanent unit focused on advancing women faculty at UMaine. The NSF ADVANCE grant that

provided funding for the center for the past six years will end on Sept. 30, 2016. Over the past year, and with significant input from across campus, we developed a plan for sustaining the Rising Tide Center and introducing some innovations, such as the Rising Tide Professors, that will support ongoing work toward UMaine becoming a model institution where all faculty, regardless of gender, have unimpeded opportunities to succeed. I am grateful to Shannon McCoy (Psychology) who will serve as Interim Director of the Rising Tide Center while we complete a national search for the permanent director. Second, the Center for Innovation in Teaching and Learning will open in September with Peter Schilling, Executive Director of Innovation in Teaching and Learning, at the helm. The center will be the hub for faculty development in the areas of teaching and learning. A primary focus of the center will be on innovative use of emerging technologies to enhance pedagogies. Finally, we will launch the Flagship Internship program to grow the opportunities for our students to engage in experiential learning through partnerships with businesses and agencies throughout the state. The Flagship Internship

and the Engaged Black Bear initiatives will be managed by the Coordinator of Community Engagement, a new part-time administrative position. Claire Sullivan (Communication and Journalism) will be the inaugural Coordinator. Professor Sullivan and her colleagues secured a grant from the Davis Educational Foundation to launch the Engaged Black Bear initiative.

We are moving into the fifth year of the university's strategic plan, the *Blue Sky Project*. The plan has been a guidepost for several important strategic initiatives including the identification of UMaine's Signature and Emerging Areas of Excellence, the sharpened focus on student retention and graduation, improved Enrollment Management operations, consistency in portraying the UMaine brand and others. Looking beyond the current plan it is time, once again, to reflect on who we are, and who want to be, as an institution. The evolving state and national higher education pictures provide the context for this self-reflection. In the coming academic year, President Hunter will lead the UMaine community in a dialogue about our future. We look forward to participating with you in that dialogue.



UMaine is welcoming the largest incoming class in fall 2016.



For over 150 years the University of Maine has fulfilled the land grant mission – providing affordable education to Maine citizens, advancing the state’s economy, and serving its communities. The activities and accomplishments of the 2015–16 year illustrate UMaine’s ongoing commitment to this mission. The 2016–17 year will undoubtedly present challenges and opportunities. We look forward to working with UMaine’s outstanding faculty, staff, students and stakeholders to meet the challenges and realize the opportunities.



The 2016 valedictorian and salutatorian were both Honors College students.

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