Executive Vice President for Academic Affairs and Provost

OVERVIEW
The University of Maine (“UMaine”) seeks an innovative, energetic, and visionary leader to serve as the next Executive Vice President for Academic Affairs and Provost (“EVPAA”).

The flagship campus of the University of Maine System, UMaine is a land, space, and sea grant university serving the state, nation, and world through its research, teaching, and outreach mission. Founded in 1865 and located in the town of Orono, the University has a rich history of providing premier educational opportunities for the people of Maine and beyond at an affordable price. UMaine is the only major research institution and the only Carnegie-classified research university in the state. Home to the state’s sole Division I athletics program, the University serves more than 11,000 undergraduate and graduate students and employs 2,210 full-time faculty and staff.

The EVPAA is the chief academic officer of the University and serves as its second most senior leader. Reporting to the President of the University, the EVPAA oversees academic and institutional strategic planning and plays a significant role in the budgeting process and allocation of University resources. Core responsibilities for the position include: University’s academic policies and procedures; academic program planning, implementation, and assessment; accreditation; enrollment management; student success initiatives; elements of graduate education; institutional research; university libraries; and academic personnel management. The EVPAA is also an active participant in the Chief Academic Officers’ Council of the University of Maine System, working collaboratively with other System campuses to ensure academic excellence and innovation in teaching and learning.

History of Maine’s Land Grant University
The Maine legislature passed a bill to create the state’s land grant institution on February 24, 1865. Then known as Maine State College of Agriculture and the Mechanic Arts, the University welcomed its first class of 12 students in September 1868, and the first graduation was held in 1872. In 1897, the name was changed to the University of Maine.

For more than 150 years, the University of Maine has played a critical leadership role in the state. Demonstrating its community mission through the statement “Maine’s potential is our purpose,” UMaine serves as the state’s major research institution and a cultural hub, linking the University’s resources with the needs of industries, businesses, schools, cultural organizations, state government, and communities. The University of Maine is accredited by the New England Commission of Higher Education (NECHE).

MISSION
The University of Maine advances learning and discovery through excellence and innovation in undergraduate and graduate academic programs while addressing the complex challenges and opportunities of the 21st century through research-based knowledge.

Opportunity for all members of the University of Maine community is a cornerstone of our mission. The University welcomes students, research partners, and collaborators into an atmosphere that honors the heritage and diversity of our state and nation.

Founded in 1865, the University of Maine is a land, space and sea grant institution and the flagship campus of the University of Maine System. This vibrant and dynamic university serves the residents of Maine, the nation, and the world through our acclaimed programs in teaching, research, and outreach.

Inspiring and dedicated teaching propels students into new fields of learning and promotes interdisciplinary understanding. Our educational goals are to help students develop their creative abilities, communication, and critical thinking skills, and understanding of traditions in ethics and rationality within the arts, sciences, and professions.

Internationally recognized research, scholarship, and creative activity distinguish the University of Maine as the state’s flagship university, where faculty and students contribute knowledge to issues of local, national, and international significance. As the state’s doctoral-granting institution, research and education are inextricably linked.

Comprehensive outreach, including public service, Cooperative Extension, continuing education, and distance learning, engages learners of all ages in improving their lives and communities. Using research-based knowledge, outreach efforts promote sustainable use of Maine’s abundant natural resources and build intellectual, cultural, and economic capacity throughout Maine and beyond.

Through integrated teaching, research, and outreach, the University of Maine improves the quality of life for people in Maine and around the world, and promotes responsible stewardship of human, natural, and financial resources.

— Approved by the University of Maine System Board of Trustees, November 2010

COMMUNITY
The University of Maine enrolls more than 9,000 undergraduate and 2,000 graduate students from across the US and 62 countries. Its academic community comprises the state’s largest mix of nationally and internationally recognized faculty, researchers, and scholars, representing some of the most respected minds in their fields. UMaine employs 19 administrators, 1,030 full- and part-time faculty, and 1,560 staff.
The University of Maine is located in the town of Orono, five miles north of Bangor, the state’s third-largest city and home to Bangor International Airport. Orono, named for Chief Joseph Orono of the Penobscot Nation, was settled in 1774. Currently, the population is approximately 11,000 (not counting UMaine students). Part of the town, including the University of Maine, is located on Marsh Island, bounded by the Penobscot and Stillwater rivers. Orono is about 1.5 hours from Acadia National Park and Mount Katahdin and Baxter State Park — the northern terminus of the Appalachian Trail. Sugarloaf and Sunday River ski resorts are within three hours of Orono.

Sited on more than 500 acres, the University’s Orono campus consists of 37 academic buildings, 30 administrative buildings, 20 residence halls, 18 research-specific facilities, 13 Greek life houses, four dining facilities, and ten sports facilities, including the nationally ranked, 87,000-square-foot New Balance Student Recreation Center. UMaine’s newest buildings are LEED-certified. The centerpiece of the campus, Fogler Library, is the state’s largest library. Cooperative Extension offices are located in each of Maine’s 16 counties.

Students
The University of Maine is a student-centered institution committed to community engagement. As part of the UMaine experience, undergraduate students participate in real-world enterprises that inform their academic work and provide growth opportunities. Those opportunities include: study abroad, extensive research exposure, co-ops, and internships. Reflecting its commitment to student learning, UMaine received in 2015 the Community Engagement Classification of the Carnegie Foundation for the Advancement of Teaching.

UMaine offers more than 200 student clubs and organizations and is home to Maine Bound, a comprehensive outdoor experience that enables students to explore the natural beauty of the state. The division of student life actively joins with students, faculty, and staff to provide programs, services, and co-curricular experiences that foster an inclusive and supportive community. This environment not only enhances students’ academic and personal growth but also positively contributes to the globally conscious and productive graduates they become.

As the state’s only Division I university, UMaine fields intercollegiate teams in 17 men’s and women’s sports — men’s and women’s ice hockey, baseball, men’s and women’s basketball, field hockey, men’s and women’s swimming and diving, women’s soccer, men’s and women’s cross country and track & field, softball, and football. UMaine proudly holds two NCAA team national championships, both in men’s ice hockey.

This fall, 3,374 undergraduates and 35 graduate students live on UMaine’s campus. Over 2,000 students graduate from UMaine annually and join the approximately 110,000-strong alumni body.

Staff
UMaine’s approximately 1,560 full- and part-time staff are essential to supporting students, bolstering faculty, and ensuring smooth operations across the University. Staff members are represented by several unions, including Associated Clerical Office Laboratory Technical Staff of the Universities of Maine, Police Fraternal Order of Police Lodge #100, Service & Maintenance Teamsters Union Local #340, and Universities of Maine Professional Staff Association. UMaine staff are dedicated, hard-working individuals who often go above and beyond their job descriptions to ensure the success of the University as a whole.

Faculty
Faculty members are attracted to the UMaine community by the University’s high research activity, robust teaching commitments, and talented student body. Though faculty members focus heavily on research, a commitment to teaching, at both the undergraduate and graduate levels, is maintained and fostered through a 16:1 student to faculty ratio.

The University is in the process of hiring faculty and welcomed 51 new members to campus this past year, bringing the current total to 650 full-time and 380 part-time. UMaine faculty are leaders in their respective fields and productive scholars. Notably, Jeffrey C. Hall, who was a member of the University of Maine community from 2004 to 2012, was one of three scientists to win the 2017 Nobel Prize in Physiology or Medicine. Hall, Michael Rosbash, and Michael W. Young won the $1.1 million prize for their work on finding genetic mechanisms behind circadian rhythms. Other faculty awards include Fulbright Scholarships, Guggenheim Fellowships, and National Science Foundation awards. During the past academic year, the faculty received over $91.2 million in external grants.

Faculty are committed to and highly participatory in the University’s shared governance system. The governance structure includes both a faculty senate and union representatives. The Faculty Senate consists of 58 faculty and 13 non-faculty members who are elected to serve terms of three years. Since 1948, the faculty union has represented all full-time University faculty. The current collective bargaining agreement expires on June 30, 2021. Part-time faculty are represented by a separate contract expiring on August 31, 2021. UMaine’s next EVPAA will work closely with faculty leadership in this shared governance model, continuing to encourage unification among campus partners.

ACADEMIC AFFAIRS
The University of Maine offers 35 doctoral degrees, 85 master's degrees, and more than 90 undergraduate majors and academic programs. Every year, the University of Maine graduates more students than any other institution in the state. Among the state’s public universities, UMaine awards 39 percent of all four-year degrees, 42 percent of all master’s degrees, and 72 percent of Maine’s PhDs and EdDs.

Academic Affairs encompasses the five degree-granting colleges, the Honors College, the Graduate School, Cooperative Extension, the Division of Lifelong Learning, and Enrollment Management, along with a variety of smaller programs.

Signature and Emerging Areas of Excellence
UMaine proudly serves as the home of several fields identified as signature or emerging areas of excellence. The signature areas, identified by their strengths in research and education, include: Forestry and the Environment; Marine Sciences; the College of Engineering, Advanced Materials for Infrastructure and Energy; Climate Change; STEM Education; and the Honors College.

Emerging areas represent those programs that may have not yet achieved critical mass or reputation, but have begun to capitalize on interdisciplinary collaboration, have a track record of success with external support from a variety of sources, and involve integration of the research, teaching, and service missions. They include: the Graduate School of Biomedical Science and Engineering; Northeastern Americas: Humanities Research and Education; Data Science and Engineering; Sustainability Solutions and Technologies; Aging Research; and Finance Education.
The University of Maine conducts nationally and internationally recognized research and is in partnership with the private and public sectors to stimulate and support the state’s economic growth and development. The University makes an impact on Maine’s quality of life through basic and applied research in venues from the Gulf of Maine and Maine’s forestlands to high-tech laboratories. UMaine is consistently ranked among the top 125 public universities for research through the NSF Higher Education Research and Development Survey. The University’s Carnegie Classification is currently High Research Activity, and plans are being made to move the University to the Very High Research Activity (R1) designation.

The research, scholarship, and creative activity of UMaine’s world-class faculty members and graduate students greatly enrich the undergraduate experience. As a research university, UMaine offers undergraduates opportunities to be active participants in research through working with these world-class scholars. Since 2008, UMaine’s Center for Undergraduate Research has facilitated faculty-mentored research and creative activities for students across all academic disciplines.

In 2019, research expenditures reached $137.7 million — a 38 percent increase over a two-year period. Graduate enrollment grew by more than 16 percent, and indirect cost recovery grew to $9.43 million from $7.9 million the previous year. At the University of Maine, research extends beyond departmental boundaries. Graduate students are encouraged to bring ideas from across academic disciplines to develop original, interdisciplinary work. Some of the interdisciplinary approaches taken by graduate students include: use of forest bioproducts to help reinvent space travel; integrating elements of psychology in electrical engineering; visualizing climate change through the arts; and utilizing mechanical engineering research to foster innovation in medical treatment, among numerous other projects.

Maine Sea Grant, Space Grant, and EPSCoR

The University of Maine is a designated Sea Grant College. In 1980, the Maine–New Hampshire Sea Grant Program became the first dual-state program in the country. Maine and New Hampshire became independent Sea Grant programs in 2000, and the University of Maine received full national Sea Grant College status in 2004. UMaine’s Established Program to Stimulate Competitive Research (“EPSCoR”) builds research capacity across the state in partnership with diverse institutions in Maine. Current and recent projects include: environmental DNA; sustainable ecological aquaculture; a sustainability network; and stormwater management.

UMaine is also a member of the Maine Space Grant Consortium (“MSGC”). The network is funded by NASA’s National Space Grant College and Fellowship Program, which was established by Congress in 1988 to contribute to the nation’s science and engineering enterprise. As a member of the Consortium, UMaine partners with affiliate organizations to further NASA’s goals while benefiting Maine in many different areas of science and technology.

Innovation and Economic Development
The University of Maine Office of Innovation and Economic Development (“OIED”) provides leadership in working with organizations to leverage UMaine’s assets to build and grow the state’s economy. The Office supports economic development by acting as a liaison for business and industry, facilitating technology transfer, and handling patenting, licensing, and commercialization activities for the University of Maine. OIED also supports federal and state government relations for UMaine’s research and economic development mission. OIED programs include Industrial Cooperation, Commercialization and Business Development, and Innovation and Startup Support.

The Center for Cooperative Aquaculture Research was founded in 1999 by the University of Maine as an aquaculture research and development facility to address industry needs at industry scale. This was one year after the state of Maine established the Maine Economic Improvement Fund, which included aquaculture as one of seven technology sectors targeted for state research and development funding. An estimated 25 percent of UMaine’s intellectual property portfolio has strong potential for commercialization and would benefit from additional investment.

Division of Lifelong Learning
The Division of Lifelong Learning (“DLL”) supports UMaine’s mission of research, teaching, and public service through a broad spectrum of alternative educational programs and services. DLL’s mission is three-fold: to expand access to UMaine’s degrees and certificate programs through evening and online courses; to offer unique and innovative educational programs on campus and in the community; and to expand the community’s access to UMaine’s beautiful facilities in Orono and Belfast. DLL serves students by offering more than 500 courses year round, including during Winter Session and Summer University. DLL also ensures that students have choices that meet their scheduling needs, particularly taking into account the needs of adult learners and working professionals, so they can continue their educational progress and complete their degree requirements in a timely manner. These offerings include an extensive selection of courses and programs during evening hours and online. DLL offers a broad spectrum of innovative and alternative academic programs and services designed to provide educational access and equal opportunity to the people of Maine. DLL is constantly innovating to find ways to bring rich and diverse learning opportunities to students. Finally, DLL’s conference services and event planning teams on the Orono and Belfast campuses coordinate a rich selection of conferences, meetings, symposia, and professional development programs annually. The Hutchinson Center in Belfast serves as UMaine’s educational and cultural hub for the mid-coast community, broadening access to UMaine’s academic and non-degree programs and services, as well as professional and career development opportunities.

UNIVERSITY OF MAINE AT MACHIAS
Founded in 1909, the University of Maine at Machias (“UMM”) is Maine’s coastal university. Its core curriculum focuses on the environmental liberal arts. Serving approximately 650 students, UMM provides an affordable, hands-on, experiential learning opportunity to its students through two- and four-year programs, the largest of which is the major in psychology and community studies.

On July 1, 2017, the University of Maine at Machias became a regional campus of UMaine to ensure continued access to public higher education in down east Maine and to promote
enrollment growth, increase efficiencies, and advance program and research opportunities for students, faculty, and the communities served by both institutions. In the years since the primary partnership with UMM was introduced, UMaine and UMM have worked diligently to bring forward strategic goals in administrative integration, curriculum and program alignment, and structure and governance. UMM's faculty report to a Vice President for Academic Affairs and Head of Campus, who leads the Machias campus while also serving on the cabinet and the Deans’ and Provost’s councils at UMaine.

For students on both campuses, the partnership broadens the portfolios of academic and research opportunities, from shared courses and transfer programs to advanced degree pathways. Initiatives are already underway to expand opportunities in engineering and nursing education, two areas facing critical workforce shortages in the Maine economy. For graduate students, a goal of the partnership is to expand teaching opportunities.

PUBLIC HIGHER EDUCATION IN MAINE
With a total population of only 1,350,000, Maine is the nation’s oldest state and is aging rapidly, creating new demands for services and significant challenges for the state’s workforce. Over the next 15 years, the number of Maine residents in the prime work years of 25–64 will decline by more than 100,000, or 15 percent, while the total number of high-school graduates struggles to exceed 12,000 annually. During that same period, nearly two-thirds of new jobs will require a post-secondary credential or degree. Affordable, accessible, quality public education for all citizens is, therefore, an essential component of any state plan for economic and social health. Sustaining it will require a realistic appraisal of Maine’s severe demographic and fiscal facts, as well as an understanding of the highly competitive and rapidly changing landscape for higher education.

Unified Accreditation
The University of Maine System features seven universities located across the state as well as eight university college outreach centers, a law school, an additional 31 course sites, and 34 cooperative extension locations. Annual enrollment across the System is approximately 35,000 students, and 500,000 are served annually through educational and cultural offerings.

Introduced in the fall of 2019 by the University of Maine System Chancellor Dannel Malloy and approved by the Board of Trustees in January 2020, the System is currently working towards a new “unified accreditation” plan. The first entity in the nation to seek system-level evaluation, the University of Maine System’s unified accreditation would preserve the geographical and educational integrity of each university campus but would further integrate features such as administration and budget to ensure the viability of all campuses. UMaine’s regional campus, UMM, maintains its mission, degree programs, and leadership role in the community while being incorporated under UMaine’s NECHE accreditation. The newly proposed unified accreditation plan would follow in this model. Each campus within the System will no longer have to meet all the benchmarks set by NECHE independently but, instead, the seven campuses will work together to meet the standards.

FISCAL AFFAIRS
In fiscal year 2020, the University of Maine has an annual unrestricted operating budget, including auxiliaries, of approximately $337 million. This includes $84.1 million in budgeted unrestricted state of Maine appropriation. Tuition and fees comprise 53 percent of total unrestricted revenue. In addition, the state of Maine provides $13.3 million in restricted funding for the Maine Economic Improvement Fund to the University of Maine. Faced with steady revenue and rising costs, UMaine adjusts its budget annually, reducing expenditures to align with available funds.

University of Maine faculty and staff received 953 awards in fiscal year 2019; $91.2 million in awards were received from extramural sponsors during the year. Of the new funding received during the period, 75 percent was from federal agencies, with the remaining 25 percent from state and local government and other sources.

University of Maine Foundation
On July 1, 2016, the University of Maine merged its development office into the University of Maine Foundation, which has independent 501(c)(3) status. The University of Maine Foundation, established in 1934, holds 1,600 endowment funds and assets totaling $266 million. The total endowment, including endowment funds held at the Foundation, the University of Maine System, the University of Maine Pulp & Paper Foundation, and Maine 4-H Foundation, is $338 million. In FY19, UMaine’s Annual Fund increased 21 percent under University of Maine Foundation’s management. The public phase of the UMaine $200 million Vision for Tomorrow campaign was announced in 2017 and is on schedule to go over goal by June 30, 2020.

THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST
Reporting to President Joan Ferrini-Mundy, the EVPAA joins an outstanding, energetic team. Currently, the following positions report directly to the EVPAA:

- Senior Associate Provost for Academic Affairs
- Associate Provost for the Division of Lifelong Learning
- Vice President for Enrollment Management
- Vice President for Innovation and Economic Development
- Dean, College of Education and Human Development
- Dean, College of Engineering
- Dean, College of Liberal Arts and Sciences
- Dean, College of Natural Sciences, Forestry and Agriculture
- Dean, Cooperative Extension
- Dean, Graduation School of Business
- Dean, Honors College
- Dean of Libraries
- Dean, Undergraduate School of Business
- Senior Officer for Administration and Finance
- Special Assistant to the EVPAA & Provost

Working closely with President Ferrini-Mundy and university leadership, the EVPAA will have the opportunity to reorganize several reporting units to better align with strategic priorities.

OPPORTUNITIES AND CHALLENGES
In addition to supervising the above areas through their role as the University’s chief academic officer, the next EVPAA will have significant budget oversight responsibility and will take on the following opportunities and challenges:

**Amplify the University’s profile as the only public research university in the state of Maine:** As the University’s chief academic officer, the EVPAA will drive the University’s academic agenda and facilitate the creation and implementation of programs that support the institution’s mission across the state. The EVPAA will recruit and retain high-quality faculty and staff to support and advance the University’s efforts to meet its goal of becoming a “Very High Research University,” as defined by the Carnegie Classifications. Furthermore, the EVPAA will help bolster the University’s contributions to the economic development of the state of Maine and support its preparation of learners to be tomorrow’s leaders and innovators for Maine, the nation, and the world. The EVPAA will motivate faculty, staff, and students to build an intellectually engaged community that is committed to fostering learner success, creating and innovating for Maine and beyond, and growing and advancing partnerships — the three values underlying the University’s strategic plan. They will also work to develop programming that integrates research and education and implements contemporary general education offerings that meet the needs of today’s and tomorrow’s learners.

**Raise the University’s profile broadly:** Through their leadership both on and off of campus, the EVPAA will help increase the University’s reputation both locally and around the globe. Through supporting world-changing research, encouraging innovative teaching practices, participating in national and international conversations about the future of higher education, and representing the University in appropriate local, state, regional, national, and international activities, the EVPAA will allow the University’s accomplishments and day-to-day efforts to become more widely known. This will allow UMaine to continue attracting high-performing students, faculty, and staff, garner financial support, and provide the most outstanding academic experience for those constituencies.

**Advance the University’s priorities around retention and student success:** The University of Maine is committed to providing high-quality education at a cost that is within reach of families with college-bound students and of adult learners. The EVPAA will provide leadership to ensure the continuation of steady enrollment growth using innovative programs to attract students from Maine, other states, and other nations and to improve retention, student success, and graduation rates. This effort will include: creatively examining the state’s needs and UMaine’s offerings in terms of undergraduate and graduate programs that serve student and state workforce needs; strengthening STEM programs; and maintaining high-quality learning opportunities appropriate to the land, sea, and space grant mission, including programs in the liberal arts. Priority should also be given to expanding opportunities inside and outside the classroom through research, internships, community service, and international experiences.

**Support and allow distinct campus cultures to flourish while working toward unified system accreditation:** The EVPAA will work closely with UMM leadership to continue
developing integrated programming and shape its future as a regional campus of the University of Maine through their dual accreditation. The EVPAA will also serve as an instrumental leader as UMaine breaks new ground in creating a unified accreditation process across the System. The EVPAA will work closely with system and campus leaders to address critical initiatives, including strategic resource allocation planning, academic transformation, and student success. Furthermore, the EVPAA will articulate a clear and compelling vision for UMaine that supports the welfare of the entire system, serves the state’s needs, and promotes program and administrative collaboration and integration to expand access, affordability, and impact across the System, all within the context of allowing campuses to maintain their own unique cultures and identities.

Optimize limited resources to inspire high impact while championing transparency, inclusiveness, and collaboration: Coordinating with the chief business officer and President, the EVPAA will develop the short- and long-range budget directions for the full academic portfolio. Balancing the University’s high aspirations with its resource constraints, the EVPAA must work to develop and implement financial and human resource management practices that encourage and facilitate creativity, innovation, and continuous improvement in order to reach the University’s goals. While carrying out core fiscal duties, such as monitoring budgetary compliance, managing the impact of budgetary decisions on personnel policy and program directions, and determining capital equipment and facility needs, the EVPAA will cultivate a dynamic culture that values transparency, communication, and understanding. As part of managing the budget, the EVPAA will also guide the development of admission standards and catalyze innovative, data-driven enrollment management plans that will attract learners for tomorrow, are aligned with the University’s mission, and ensure a sustainable fiscal future for the University.

Support the implementation of the University’s strategic plan: Adopted in March 2019, the University’s current strategic plan runs through fiscal year 2024. The EVPAA will actively partner with the President, University of Maine System leadership, the University of Maine Board of Visitors, and the University of Maine System Board of Trustees in advancing the mission of the University and the University of Maine System in the three goal areas laid out in the plan. These areas include: making Maine the best state in the nation in which to live, work, and learn by 2030; establishing an innovation-driven Maine economy for the 21st century; and preparing the knowledge and innovation workforce for Maine.

QUALIFICATIONS: The University of Maine seeks an EVPAA with deep and broad administrative experience in a complex setting, a distinguished academic record, and unwavering integrity. Ideal candidates will also demonstrate many of the following experiences and characteristics:

- Strong leadership experience and the ability to execute the University’s vision;
- A record of effectively leading a campus community through meaningful change;
- Ability to take calculated risks for the benefit of an institution;
- Exceptional management skills and a record of leadership accomplishments within a complex organization;
- Relevant experience designing, managing, and executing budgets;
• A demonstrated record of creativity and innovation in developing and implementing strategies and solutions to meet the needs of a complex organization;
• Ability to motivate others to support a collective mission across real or perceived silos through outstanding listening and interpersonal skills and an ability to inspire, energize, and engage all constituencies;
• A strong desire to cultivate excellence and innovation in academe and the energy to lead an organization to achieve that vision;
• Demonstrated commitment to promoting and supporting diversity, inclusion, and equity, particularly in recruiting faculty, students, staff, and university leadership;
• A leadership style that values and upholds transparency and frequent communication;
• A strong understanding of the needs of a comprehensive research university and the ability to advocate for the public service mission as defined by a land, sea, and space grant institution;
• Desire to be nationally active and represent the University’s broad-based goals to a variety of audiences;
• Demonstrated ability to navigate and lead within a unionized environment;
• A track record of employing enrollment management strategies and supporting enrollment growth;
• Experience with online and low-residency education;
• A keen understanding of the current issues facing higher education and their ramifications in Maine and nationally;
• A deep commitment to student success as measured through retention and graduation rates;
• An earned doctorate or the equivalent combination of education and experience;
• A record of outstanding scholarship or creative endeavors; and,
• Sound judgment, excellent analytic skills, and a collaborative spirit.

More information about the University of Maine can be found at umaine.edu. For best consideration, please send all nominations and applications to:

Shelly Weiss Storbeck, Managing Partner
Anne E. Koellhoffer, Senior Associate
Storbeck Search & Associates
UMaineEVPAA@storbecksearch.com

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