

# SEARCH PROFILE:

EXECUTIVE VICE PRESIDENT FOR ACADEMIC  
AFFAIRS AND PROVOST



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## OVERVIEW

The University of Maine (UMaine) and its regional campus, the University of Maine at Machias (UMaine Machias), seeks an innovative, accomplished, and visionary collaborator to join the leadership team of President Joan Ferrini-Mundy as the next Executive Vice President for Academic Affairs and Provost (EVPAA). The successful candidate will be a student-centered advocate for the academic needs of the university who is deeply committed to ensuring that students, faculty, and staff have the resources and support needed to succeed. The EVPAA will join a dynamic and highly motivated president and leadership team and play an integral role in helping the university “define tomorrow.” This is an exciting opportunity to build on the university’s rich history of excellence and help guide the strategic re-envisioning of the university amid a changing higher education landscape, new technologies, and complex global problems.

Internationally recognized research, scholarship, and creative activity distinguish the University of Maine as the state’s flagship campus of the [University of Maine System](#), where faculty and students contribute knowledge to issues of local, national, and international significance. 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 Carnegie-classified Research 1 (R1) public university in Maine and confers the majority of PhD degrees in the state. Home to the state’s sole Division I athletics program, the university serves more than 10,500 undergraduate and graduate students and employs nearly 2,300 full-time faculty and staff in Orono, at offsite locations across the state, online, and at its regional campus, the University of Maine at Machias.

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 for both campuses and plays a significant role in the budgeting process and allocation of resources. Core responsibilities for the position include:

- Strategic planning and development of vision for the university in partnership with the president and other leaders
- University-wide strategic initiatives and partnership development
- Student success initiatives
- Academic program planning, implementation, and assessment
- Academic personnel management
- Financial oversight and budget development for academic affairs
- University academic policies and procedures
- Regional and professional accreditations
- Enrollment management, financial aid, registrar
- Institutional research
- University libraries
- UMaine Online, micro credentialing, and articulation agreements with other institutions
- Fundraising

The EVPAA is also an active participant in the Chief Academic Officers’ Council of the University of Maine System, working collaboratively with other System universities and the Law School to ensure academic excellence and innovation in teaching and learning, including advancing new academic degree and program offerings.

The EVPAA has an active role in stewarding a transformative gift. [UMS TRANSFORMS](#) is a multi-year \$508M initiative designed to revitalize the University of Maine System and shape the future of higher education in

## OVERVIEW (CONT.)

Maine. It is made possible by a historic \$320M investment by the Harold Alfond Foundation in four key areas: *Student Success and Retention*, led by the Office of the Executive Vice President for Academic Affairs & Provost at UMaine; the *Maine College of Engineering and Computing*, led by Dean Giovanna Guidoboni at UMaine; the *Maine Graduate and Professional Center* in Portland Maine, led by Executive Director and CEO of Maine Center Ventures, Seth Goodall; and *UMaine Athletics*, led by UMaine Director of Athletics Jude Killy.

Together, these four initiatives foster vibrant partnerships across the University of Maine system to:

- encourage innovative approaches to engage students through research learning, academic support, and real-world experience,
- provide a statewide integrated solution for the innovations and technical workforce to advance Maine's economy,
- create an innovative interdisciplinary center for graduate students, professionals, and innovators located in Portland, and
- enhance Maine's only Division 1 Athletics program with premiere facilities for the benefit of student-athletes, the UMaine community, and the state of Maine.

### 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 160 years, the University of Maine has played a critical leadership role in the state. Demonstrating its community mission, UMaine serves as the state's major research university and a cultural hub, linking the university's resources with the needs of industries, businesses, schools, cultural organizations, state government, health care entities, and communities. UMaine was recognized as a Carnegie community-engaged institution in 2015 and an R1 institution in 2022.

In 2017, the University of Maine at Machias (UMaine Machias) became the regional campus of the University of Maine. UMaine Machias serves approximately 300 students in baccalaureate programs that take advantage of UMM's distinct coastal campus environment and strong regional identity. UMaine at Machias' faculty and staff report to the dean and campus director, who leads the Machias campus.

The University of Maine at Machias, the easternmost college in the United States, had its beginnings as Washington State Normal School. On September 12, 1910, the school opened with forty-three students. It became Washington State Teachers College, a four-year institution, in 1952, and in 1970, it became officially known as the University of Maine at Machias.

The University of Maine and the University of Maine at Machias are accredited by the New England Commission of Higher Education (NECHE) as part of the Commission's unified accreditation of the University of Maine System.

The University of Maine is the flagship institution within the University of Maine System that includes [six other universities](#) and a law school. The University of Maine System is governed by a single Board of Trustees and led by a chancellor.

### 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.

A cornerstone of our mission is opportunity for all members of the University of Maine community. The university welcomes students, research partners, and collaborators into an atmosphere that honors the heritage, richness, and breadth of our state and nation, and that advances the future.

Inspiring and impactful 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, as well as capacity for solving complex problems, and understanding of traditions in ethics and rationality within the arts, sciences, and professions.

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

### VISION AND VALUES

In 2019, the [Strategic Vision and Values \(SVV\)](#) framework was developed through a community-wide engagement process. This high-level plan, which yielded the *Vision* and *Values* listed below, is a sound expression of the university's major goals and objectives.

The University of Maine transforms lives through research, teaching, and public service. The principal values are fostering learner success, discovering and innovating, and growing and advancing partnerships in an inclusive and engaged environment.





## COMMUNITY

The University of Maine enrolls more than 8,000 undergraduate and 2,400 graduate students from across the US and 84 countries. The University of Maine at Machias enrolls about 300 undergraduate students. The 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 and UMaine Machias employs [11 Cabinet-level administrators](#), 851 full- and part- time faculty, and 1,542 staff.

### LOCATION

UMaine 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 by Europeans 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. The state capital, Augusta, is about 80 miles from Orono, and Portland, the state's largest city, is a two-hour drive.

Situated on more than 500 acres, the University's Orono campus consists of 57 academic buildings, 22 administrative buildings, 18 residence halls, 28 research-specific facilities, 13 Greek life houses, 4 dining facilities, and 10 sports facilities, including the nationally ranked, 87,000-square-foot New Balance Student Recreation Center. The centerpiece of the campus, [Fogler Library](#), is the state's largest library. The university also operates several off-site locations essential to its education,

research, and service mission including research farms, university forests, marine centers, and Cooperative Extension offices located in each of Maine's 16 counties. In addition, the university is a partner in the Maine Center, located in Portland's Old Port district and was made possible as part of a major UMS-wide investment by the Harold Alfond Foundation. The Maine Center provides interdisciplinary, experiential, and market-driven graduate and professional programming across business, law, policy, and engineering and computing to meet the needs of Maine's employers and future leaders.

The University of Maine at Machias is a 243-acre campus, with pristine forests and trails, located at the edge of downtown Machias. Within a short drive from campus, residents can enjoy the Atlantic Ocean at the famous Jasper Beach or Roque Bluffs State Park. Washington County is home to numerous lakes and countless trails as well.

We recognize that the University of Maine is located on Marsh Island in the homeland of the Penobscot Nation, and the University of Maine at Machias is sited in the homeland of the Passamaquoddy Nation. Both of our universities recognize that in these homelands, issues of water and territorial rights, and encroachment upon sacred sites, are ongoing. Penobscot and Passamaquoddy homelands are connected to the other Wabanaki Tribal Nations — the Maliseet and Mi'kmaq — through kinship, alliances, and diplomacy. UMaine and its regional campus also recognize that the Penobscot, Passamaquoddy, and the other Wabanaki Tribal Nations are distinct, sovereign, legal and political entities with their own powers of self-governance and self-determination.



## ACADEMIC AFFAIRS

Academic Affairs encompasses the five degree-granting colleges, the Honors College, Cooperative Extension, the Division of Lifelong Learning, and the University of Maine at Machias.

- [College of Earth, Life, and Health Sciences](#)
- [College of Education and Human Development](#)
- [College of Liberal Arts and Sciences](#)
- [Maine College of Engineering and Computing](#)
- [Maine Business School](#)
- [The Honors College](#)
- [Cooperative Extension](#)
- [Division of Lifelong Learning](#)
- [The University of Maine at Machias](#)

The University of Maine has the most comprehensive [academic offerings](#) in the state, where students can pursue degrees at every level with dynamic certification offerings including 35 doctoral degrees, 85 master's degrees, and nearly 100 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 and UMaine Machias awarded 42% of all academic awards completed in the System in 2023-24. UMaine awarded 51% of all master's degrees and 81% of Maine's PhDs and EdDs.

UMaine has recently added the following new academic programs:

- Online Eng.D. in Engineering Technology
- Bachelor of Science in Human-Centered Technology Design
- Bachelor of Science in Sustainable Food Systems
- Bachelor of Science in Business Administration with a major in Sport Management
- Bachelor of Arts in Criminal Justice (approved by the Board of Trustees at the January 2025 meeting)

In recent years, several new initiatives have been launched through Academic Affairs in partnership with the System to facilitate college access and learners' success. Some key programs include the following:

- [Black Bear Advantage](#) – A 2+2 dual enrollment program with Maine community colleges for easy credit transfer to UMaine and access to services.
- [Transfer ME](#) – A pathway for Maine Community College System graduates to bypass the traditional transfer admissions process into the University of Maine System.
- [Finish Strong](#) – A 100% online degree-completion program with affordable tuition, flexible start times, and year-round enrollment.

Through a university-wide approach to student success, UMaine and UMaine Machias have experienced remarkable results in student retention. The retention rate for UMaine's fall 2023 cohort of first-time, full-time students reached 83.4%. That is up 6.1 percentage points from the number of students from the fall 2022 cohort who returned in 2023. At UMaine Machias, 81.4% of first-time, full-time students who began their studies fall 2023 returned for their second year, a 13.5-percentage-point-jump from the previous year.

Recognized for academic excellence, the university has consistently achieved top rankings and accolades, including:

- In the *U.S. News and World Report 2024 Best Colleges*, UMaine was featured in a list of top [National Universities](#) — those producing groundbreaking research and offering a full range of undergraduate, master's, and doctoral programs. Undergraduate programs at UMaine that were ranked among the best in the nation by *U.S. News and World Report* include engineering, computer science, psychology, nursing, business, and economics
- According to *U.S. News & World Report*, the Maine MBA and undergraduate business programs rank among the top online programs nationwide. In 2024, UMaine ranked 31st in undergraduate business and 60th for best online MBA programs.
- Princeton Review's "[Best 389 Colleges: 2024 Edition](#)" publication ranked UMaine among the Top 50 Green Colleges nationwide and named one of its Best Northeastern colleges as well.



## ACADEMIC AFFAIRS (CONT.)

### RESEARCH

UMaine and UMaine Machias faculty, staff, and students conduct nationally and internationally recognized research and work 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. The university is currently ranked among the top 140 public universities for research through the NSF Higher Education Research and Development (HERD) Survey. In 2024, research expenditure reached \$225.3 million — a 19% increase over \$189.7 million in FY23 and a 147% increase over the past six years.

The research, scholarship, and creative activity of the university's world-class faculty members and graduate students greatly enrich the undergraduate academic experience. Both campuses offer undergraduates opportunities to be active participants in research, mentored by 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.

At UMaine, interdisciplinarity is central. Graduate students and faculty, working with undergraduate students are encouraged to bring ideas from across academic disciplines to develop original, interdisciplinary work.

The EVPAA works closely with the [Vice President for Research/Dean of the Graduate School](#) to develop and implement innovative research and programs that advance basic research, address global grand challenges, and lead to effective solutions that enhance the quality of life in Maine and beyond. Some of this work is accomplished through several [research centers and institutes](#), including the Advanced Structures and Composites Center (ASCC), a world-leading, interdisciplinary center for research, education, and economic development encompassing material sciences, advanced manufacturing, and engineering of composites and structures.

### 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 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.

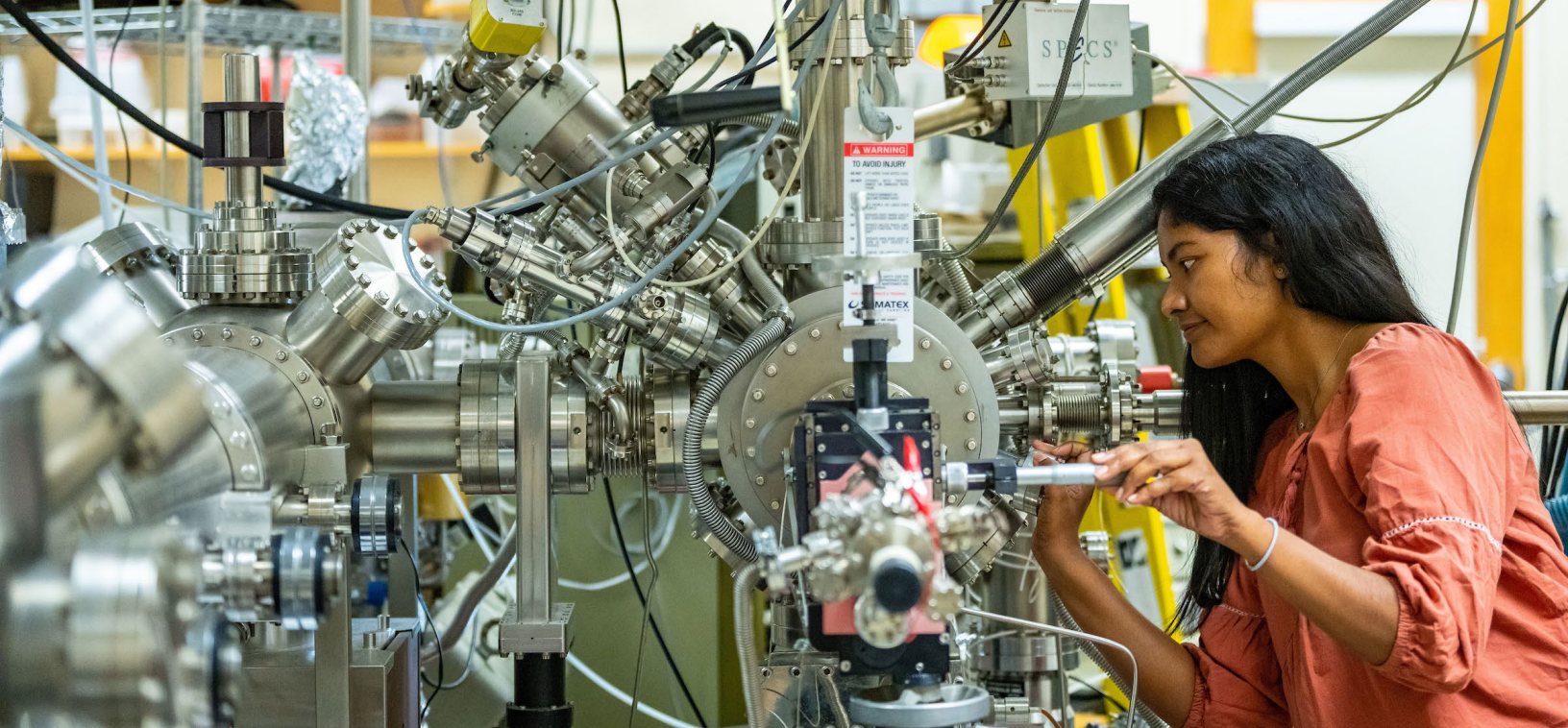
### INNOVATION AND ECONOMIC DEVELOPMENT

The [Office of Strategic Partnerships, Innovation, Resources and Engagement](#) (SPIRE), led by a vice president, provides leadership in working with organizations to leverage UMaine's assets to build and grow the state's economy. SPIRE 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. SPIRE also supports federal and state government relations for UMaine's research and economic development mission. SPIRE programs include Industrial Cooperation, Commercialization and Business Development, and Innovation and Startup Support.

Additionally, [President Ferrini-Mundy](#) serves as the System's [Vice Chancellor for Research and Innovation](#). The Office of the Vice Chancellor for Research and Innovation leads the University of Maine System's efforts to make UMaine's research and innovation infrastructure accessible to and supportive of all System faculty.







## OUR UNIVERSITY COMMUNITY

### STUDENTS

The University of Maine and the University of Maine at Machias are learner-centered campuses committed to community engagement. As part of the UMaine and UMaine Machias experience, undergraduate students participate in experiential learning opportunities that are central to their academic work and provide growth opportunities. Those opportunities include research learning experiences (RLEs), funded through the historic Harold Alfond Foundation UMS TRANSFORMS initiative, as well as extensive research engagement opportunities, study abroad, co-ops, and internships.

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. Approximately 13% of UMaine undergraduates are members of our Greek organizations, with approximately 1,000 students participating in one of the 13 fraternities or 8 sororities on campus. The Division of Student Life provides 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. About 90% of incoming first-year students, and 39% of all undergraduates, live on campus. Campus housing is also available for graduate students.

As the state's only university with Division I athletics, UMaine fields [intercollegiate teams](#) in 17 men's and women's sports with the mission of "Developing Champions with Integrity" — 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 and field, women's field hockey, softball, and

football. UMaine proudly holds two NCAA team national championships, both in men's ice hockey.

UMaine Machias offers more than 15 student organizations and 8 Greek organizations as well as an intramural program designed to provide an opportunity for students to participate in organized recreational competition. About 70% of first-year students, and 36% of all undergraduates, live on campus.

UMS TRANSFORMS's *Student Success and Retention* initiative is a ten-year, \$20M, System-wide effort to redesign the university learning experience in innovative ways to engage students, starting where they are, with the educational access, flexibility, support, and relevance they need to succeed through graduation and into meaningful careers. It has three main areas: [Research Learning Experiences](#), which offers early engagement in research for first- and second-year students and builds a sense of belonging, confidence, and agency; [Gateways to Success](#), which provides support especially for students with one or more barriers to persistence (e.g., Pell-eligible, first-generation) and develops a sense of resiliency and ability to overcome challenges; and [Pathways to Careers](#) which puts students on a path to great jobs through internships that connect with and enhance their academic experience.

### STAFF

The approximately 1,542 full- and part-time staff at UMaine and UMaine Machias are essential to supporting students, assisting faculty, and ensuring smooth operations across the university. Staff members are represented by several collective bargaining units. UMaine staff are dedicated, hard-working individuals who often go above and beyond to ensure the success of the university.



## OUR UNIVERSITY COMMUNITY (CONT.)

### FACULTY

Faculty members are attracted to the UMaine community by the university's research environment, commitment to innovation and high-impact practices in teaching, collaborative and interdisciplinary opportunities, the talented student body, and beautiful location. Though faculty members focus heavily on research and scholarship, 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 welcomed 34 new faculty members to its campuses this past academic year, bringing the current total to 851 full-time and part-time. UMaine and UMaine Machias faculty are leaders in their respective fields, productive scholars, and members of national

organizations. Notably, [Jeffrey C. Hall](#) 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. Two faculty members, George Denton and Daniel Sandweiss, are members of the National Academy of Sciences. Other faculty awards include Fulbright Scholarships, Guggenheim Fellowships, IEEE Fellowships, and National Science Foundation awards.

Faculty are committed to and highly participatory in the university's shared governance system, including the approximately 70-member [Faculty Senate](#). Full-time and part-time faculty members are represented by separate unions.

## FISCAL AFFAIRS

In fiscal year 2025, the University of Maine has an annual unrestricted operating budget, including auxiliaries, of approximately \$337 million. This includes \$105.1 million in budgeted unrestricted State of Maine appropriation. Tuition and fees comprise 57.4% of total unrestricted revenue. In addition, the University of Maine System allocated \$16 million in restricted funding to UMaine from its annual Maine Economic Improvement Fund (MEIF) appropriation. Established in 1998, MEIF augments the University of Maine System's efforts to drive and diversify private sector success and workforce development through commercially promising research and development; the University of Maine System currently leverages MEIF funding at a rate of more than 6:1.

Faced with steady revenue and rising costs, UMaine adjusts its budget annually, reducing expenditures and seeking additional revenues. The UMaine Machias budget is part of UMaine's overall budget.

University of Maine faculty and staff received 766 funding awards from extramural sponsors in fiscal year 2024, totaling \$225 million. Of the new funding received during the period, 82% was from federal agencies, with the remaining 18% from state and local government and other sources.

In comparison to peer institutions, the University of Maine manages an outsized portfolio of funded research and programming originating from Congressionally Directed Spending and programmatic increase requests facilitated by Maine's Congressional delegation. In collaboration with other members of the executive cabinet, the EVPAA is involved in helping to identify areas of priority to be brought to the delegation for advocacy through the President and the federal relations team.

### 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 2,100 endowment funds and assets totaling \$416 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 \$511 million. Last year the University of Maine raised over \$95 million in gifts and written pledges.







## THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

Reporting to [President Joan Ferrini-Mundy](#), the EVPAA joins an outstanding team. Currently, the following positions report directly to the EVPAA:

- Associate Provost for Academic Affairs & Faculty Development
- Associate Provost for Student Success & Innovation
- Associate Provost for Online & Continuing Education and Dean of Cooperative Extension
- Assistant Provost for Institutional Research and Assessment
- Vice President for Enrollment Management
- Dean, College of Education and Human Development
- Dean, Maine College of Engineering and Computing
- Dean, College of Liberal Arts and Sciences
- Dean, College of Earth, Life, and Health Sciences
- Executive Dean, Maine Business School, and Dean, Graduate School of Business
- Dean and Campus Director, Machias
- Dean, Honors College
- Dean of Libraries
- Director of Academic Affairs Operations and Finance
- Executive Assistant to the EVPAA & Provost

Working closely with President Ferrini-Mundy and university leadership, the EVPAA will have the opportunity to consider the current organizational structure and evaluate reporting lines to better advance the university's strategic priorities of the ongoing strategic re-envisioning process.

## THE POSITION, CURRENT CONTEXT, OPPORTUNITIES, AND CHALLENGES

As a member of the president's senior leadership team, the incoming EVPAA will provide strong leadership and vision for the academic community, working in close partnership to develop innovative strategies that help address the university's most exciting opportunities and pressing challenges. The EVPAA will be expected to effectively lead the community through meaningful change as the university continues to implement its strategic plan and to ensure fiscal sustainability. Background in fiscal and budget management will be important, as well as experience in generating new revenue streams through external sources and supporting innovation. Experience managing an academic enterprise within a robust shared governance and union environment is critical. In partnership with the president, 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 programmatic and administrative collaboration and integration to expand access, affordability, and impact across the System, all within the context of allowing the two campuses to maintain their own unique cultures and identities.

The next EVPAA needs to understand the challenges and opportunities facing higher education and be energized by a bold rethinking of the University of Maine's role and organization while leveraging the university's great foundational strengths. The EVPAA will support the goals of the university-wide strategic re-envisioning process:

- re-assess and optimize our academic, research, community-serving, and organizational structures to ensure relevance, anticipate societal needs and sustain strengths,



# THE POSITION, CURRENT CONTEXT, OPPORTUNITIES, AND CHALLENGES (CONT.)

- create innovative, interdisciplinary environments fostering learner success by integrating our academic, research, and community engagement endeavors,
- enhance our impact by providing enriching experiences across all modalities of teaching and learning interactions for our entire community, and
- develop new models for leadership and administration with consideration toward our continued commitments to efficiency, transparency, and participatory decision-making.

The salary range will be \$275,000 - \$300,000.

Thanks to university-wide efforts, the University of Maine has realized several [positive achievements in enrollment and retention](#) in recent months and has also benefited from increased funding from State, federal and philanthropic partners in recent years. However, these positive developments are counterbalanced by financial and demographic realities, including increased costs in many areas, long-standing deferred maintenance issues, and declining numbers of high school graduates in the northeast. The efforts that have been undertaken in the past two years to find efficiencies and consider new revenues have begun to position the university for greater financial stability. Significantly reducing the university's structural deficit in the coming years will require the university's leaders to use strategic priorities to identify further efficiencies and new revenues, using the strategic re-envisioning process to guide decision-making.

It is within this context that the next EVPAA will take on the following opportunities and challenges:

**Support the implementation of the University's strategic re-envisioning efforts:** In May of 2024, President Ferrini-Mundy launched a [university-wide strategic re-envisioning process](#) designed to set the course for a dynamic and sustainable future for the University of Maine. This institution-wide effort will ensure UMaine is positioned to educate for tomorrow, prepare the leaders and innovators of the future, fulfill our land grant responsibilities, reach and maintain a balanced budget, and is well-positioned for a competitive enrollment environment that is inclusive of a wide range of audiences. The new EVPAA will play a critical role in translating the strategic vision into a concrete strategic plan as the university enters the strategic implementation phase.

**Amplify the University's standing as the only public research university in the state of Maine:** The EVPAA will recruit and retain high-quality faculty and staff to support and advance the university's R1 status and its mission as a public, land grant university through contributions to the economic and educational development of the state of Maine. 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 EVPAA 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 campus, the EVPAA will help increase the university's reputation both locally and around the globe. By supporting academic excellence and instructional impact, encouraging innovative teaching practices, helping to lead state, 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 help ensure that the university's accomplishments and day-to-day efforts are widely known.

**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.

**Optimize resources to inspire high impact while championing transparency, inclusiveness, and collaboration:** Coordinating with the executive vice president for finance and chief business officer and the 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. 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.





## PREFERRED QUALIFICATIONS

The University of Maine seeks an EVPAA with demonstrated ability to collaborate in developing shared vision and ideas, deep and broad administrative experience in a complex setting, a distinguished record, and unwavering integrity who can serve as the second-most senior leader to the president. The EVPAA will be a key member of the president's cabinet and will work in close partnership with the president to support the institutional vision for the future and help to develop and implement initiatives to advance the university's strategic priorities.

Ideal candidates will also demonstrate many of the following experiences and characteristics:

**Visionary Leadership:** A record of innovative and bold leadership with a clear understanding of, and commitment to, the mission 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. This includes an understanding of the complexities of institutional change, and a successful record as a change agent.

**Commitment to Learner Development and Outcomes:** The ability to meet learners where there are and a deep commitment to learner success as measured through retention and graduation rates.

**Strategic Management and Resource Development:** Significant experience managing large staff and budgetary resources as shown by success as a skilled, strategic manager of substantial budget resources and operations, especially in tight fiscal environments. This includes the capacity to create and implement financial strategies to accompany long-range plans across academic affairs, and experience in resource generation, allocation, and prioritization.

**Faculty and Staff Development:** Proven record of successfully recruiting, mentoring, and retaining broad communities of faculty and staff and supporting their professional development, success in scholarship and research, and effectiveness in teaching.

**Collaboration and Communication:** Exceptional communication, diplomacy, and interpersonal skills with the ability to listen, build trust, inspire confidence, clarify needs, persuade, and communicate clearly and effectively with multiple constituents. This also includes a collaborative spirit and the demonstrated ability to navigate and lead within a unionized environment.

**Academic Excellence and Innovation:** A strong desire to cultivate excellence and innovation in academe and the ability to focus on market analysis, competitive advantage, and long-term organizational growth. This includes a record of outstanding scholarship and/or other creative endeavors.

**Enrollment Management:** A track record of collaborating with institutional partners to employ enrollment management strategies.

**Community Building:** A commitment to be a leader in setting the tone and standards for creating a kind, compassionate, and caring community.

**Educational Qualifications:** A terminal degree (e.g., PhD, EdD, MFA, JD) is preferred but significant professional experience may be considered in lieu of a terminal degree.

More information about the University of Maine can be found at <https://umaine.edu/> and <https://machias.edu/>. Information about the University of Maine System can be found at <https://www.maine.edu/>.





## APPLICATIONS AND NOMINATIONS

Academic Search is assisting the University of Maine in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity, potential applicants are welcome to schedule a conversation with one of the Senior Consultants for this search: Dr. Cynthia Patterson ([cynthia.patterson@academicsearch.org](mailto:cynthia.patterson@academicsearch.org)) and Dr. Maria Thompson ([maria.thompson@academicsearch.org](mailto:maria.thompson@academicsearch.org)).

### APPLICATIONS

Applicants should send the following as two separate documents (PDF format preferred) to [UMaineProvost@academicsearch.org](mailto:UMaineProvost@academicsearch.org):

- A detailed cover letter, addressed to the Search Committee, expressing your interest in this position and addressing how you meet the qualifications as outlined in the profile.
- A current resume/curriculum vitae (CV).

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates should submit all application materials by **Monday, March 10, 2025**. Semifinalists for the position will be invited for a confidential interview via Zoom. References will be requested at this time.

### NOMINATIONS

Although nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to [UMaineProvost@academicsearch.org](mailto:UMaineProvost@academicsearch.org). Please include the nominee's full name, position, institution/organization, and email address.



## ADDITIONAL INFORMATION

### THE UNIVERSITY OF MAINE SYSTEM

The University of Maine System (UMS) is Maine's largest driver of educational attainment and economic development and a national leader in affordability and academic innovation. Established in 1968, UMS unites the state's distinctive public universities including the University of Maine and its regional campus, the University of Maine at Machias; the University of Maine at Augusta; the University of Maine at Farmington; the University of Maine at Fort Kent; the University of Maine at Presque Isle; the University of Southern Maine; and the University of Maine School of Law. Over the past two decades, the System has awarded more than 100,000 degrees and spurred and strengthened thousands of small Maine businesses.

There are 25,286 students enrolled this fall at UMS campuses, an increase of 3.1% or 763 more learners compared to last year, and 40% of them are 25 or older. The System's tripartite education, research, and service mission is made possible by the efforts of some 5,000 dedicated faculty and staff.

Despite demographic declines in the state and region, over the last five years the System has increased the number of high school students annually earning free public university credit, grown graduate and law enrollment, and launched innovative adult degree completion initiatives and high-quality online degree programs to advance economic mobility and increase the size and skill of the Maine workforce.

In 2020, the System became the first statewide educational enterprise to unify its institutional accreditations under the New England Commission on Higher Education, allowing its public universities to be evaluated together on how well they meet standards of institutional quality, higher education effectiveness, and state needs. Also that year, UMS secured a \$240 million grant, which has since been

supplemented by an additional \$80 million, from the Harold Alfond Foundation to advance engineering and computing, student success and retention, graduate and professional programs, and UMaine's Division 1 athletics ([UMS TRANSFORMS](#)). The overall goal of UMS TRANSFORMS is to better position the System to meet the state's economic needs. For information about how this gift is impacting UMaine and UMaine Machias, [click here](#).

Based on input from more than 1,600 stakeholders, in 2023 UMS released [its first strategic plan](#) in nearly two decades, providing a shared roadmap to advance the state, strengthen financial sustainability, make the System a destination for public higher education and employment, and expand collaboration.

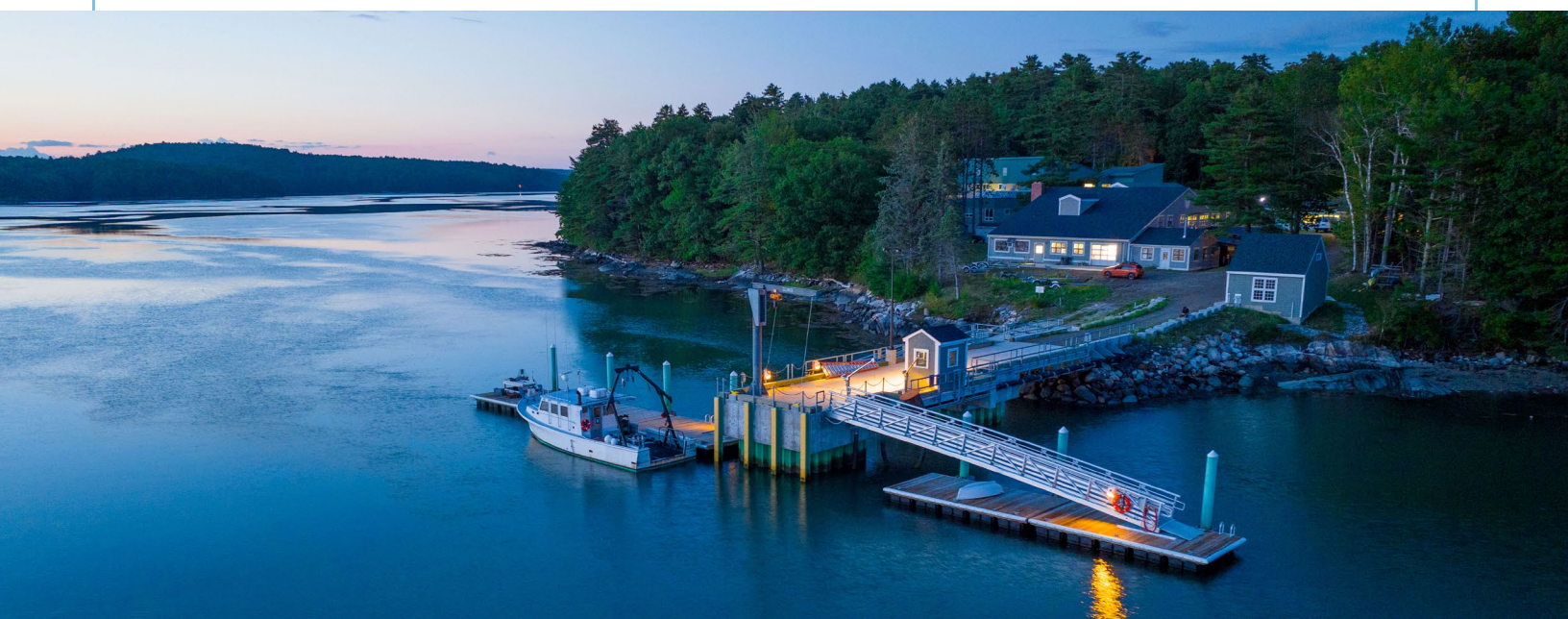
The UMS Chancellor's office is located in Estabrooke Hall at the University of Maine in Orono. System-wide services and employees work from campuses across the state.

### SYSTEM BOARD GOVERNANCE

The University of Maine System is governed by a single Board of Trustees. [The Board](#) is the System's fiduciary body and consists of 17 members, 16 of whom are appointed by the Governor and approved by the Maine Legislature. The Maine Commissioner of Education serves as a member ex officio. Members are appointed for a five-year term and may be reappointed once, though the student members (2) each serve for a single two-year term.

At the campus-level, UMaine and UMaine Machias each have a non-fiduciary advisory Board of Visitors.

The University of Maine System does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran's status in employment, education, and all other programs and activities.





# ABOUT ACADEMIC SEARCH

Academic Search is assisting the University of Maine in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations.

Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience.

Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

