



VISION REALIZED

Building a World-Class University

University of New England
President's Report — Fall 2016



[BIDDEFORD AND PORTLAND, MAINE, U.S.A.](#) | [TANGIER, MOROCCO](#) | [ONLINE](#)



Vision 2017: Strategic Plan

UNDER THE DIRECTION OF A NEW PRESIDENT, THE UNIVERSITY OF NEW ENGLAND SET OUT IN 2007 TO DEVELOP A NEW STRATEGIC PLAN THAT WOULD GUIDE IT THROUGH THE NEXT TEN YEARS. UNANIMOUSLY APPROVED BY THE BOARD OF TRUSTEES, VISION 2017 INCLUDED A NEW MISSION, CORE VALUES AND VISION STATEMENTS AS WELL AS KEY STRATEGIC INITIATIVES. TODAY, AS PRESIDENT DANIELLE N. RIPICH APPROACHES THE CONCLUSION OF HER TENURE AT THE UNE HELM, WE ARE PROUD TO REPORT THAT WE HAVE ACCOMPLISHED ALL OF THE AMBITIOUS OBJECTIVES OUTLINED IN VISION 2017, TRANSFORMING UNE INTO A THRIVING, MODERN UNIVERSITY.

VISION 2017

The University of New England will be nationally recognized with programs of excellence and innovation in health professions and the arts and sciences.

MISSION

The University of New England provides students with a highly integrated learning experience that promotes excellence through interdisciplinary collaboration and innovation in education, research and service.

CORE VALUES STATEMENT

The University of New England values student-centered, multi-disciplinary and interdisciplinary programs that meet the highest ethical standards to achieve excellence in support of an integrative approach to the liberal arts, health, and the environment as well as scholarship and research.

STRATEGIC INITIATIVES

For students of the 21st century, knowledge and skills must be relevant and applicable in an increasingly complex world. With its diversity of programs poised for more growth, the University of New England has a unique opportunity to build bridges between traditionally separate programs and colleges. We are committed to providing our students with an innovative, interdisciplinary learning experience, where professors and students value critical thinking and collaboration. Four strategic initiatives form the foundation of this commitment:

STRATEGIC INITIATIVE ONE: UNE will establish educational programs that bridge traditional academic boundaries to create transformative experiences for students.

STRATEGIC INITIATIVE TWO: UNE will have a culture and infrastructure that support students and faculty in research and scholarship.

STRATEGIC INITIATIVE THREE: UNE will have a learning-centered environment for active involvement in campus life and community engagement.

STRATEGIC INITIATIVE FOUR: UNE will optimize university resources and support ethical, effective, efficient and responsible decision-making.



Vision 2017: Creating a World-Class University

WHEN WE BEGAN THIS JOURNEY TOGETHER, WE KNEW THE CHALLENGES FACING THE UNIVERSITY OF NEW ENGLAND WERE MANY. AND YET, WE SET OUT TO TRANSFORM UNE INTO A MODERN, WORLD-CLASS UNIVERSITY ANYWAY. ON MY INAUGURATION DAY, I BORROWED A PASSAGE FROM WALT WHITMAN TO IMPLORE MEMBERS OF THE UNIVERSITY COMMUNITY TO “SAIL FOR THE DEEP WATERS ONLY.” AT THE TIME, THE PASSAGE TO THOSE WATERS SEEMED RIFE WITH POTENTIAL PERIL. OUR CREDIT RATING WAS LESS THAN JUNK BOND STATUS. WE WERE HIGHLY-LEVERAGED AND TAPPING INTO OUR LINE OF CREDIT JUST TO MAKE PAYROLL. OUR FACILITIES WERE RAPIDLY DETERIORATING, AND OUR INFORMATION TECHNOLOGY INFRASTRUCTURE WAS SORELY LACKING. TOGETHER, OUR THREE COLLEGES WERE STRUGGLING TO ENROLL 4,000 STUDENTS. AND THEN THE GREAT RECESSION HIT.

Private colleges, particularly those in the northeast, were among the societal institutions most severely affected by the economic downturn. The conventional wisdom of the day said colleges and universities should adopt austere measures, freeze spending and put capital plans on hold. But we decided, together, to keep sailing for those deep waters where we believed our destiny — as a leading health sciences university — awaited. We stayed true to course, and, in the years since, have been rewarded for our vision, determination and courage.

That vision, articulated so keenly by Vision 2017, has been our compass. It has taken us far from shore... even to Tangier, Morocco. At the same time, it has allowed us to refine and add to our academic programs and facilities in Biddeford and Portland. It has allowed us to build, together, the modern, world-class university we knew UNE could be.

The UNE of 2017 has a global presence. Its students travel not only to Morocco but to Spain, France, South America, Iceland and other points around the world where new knowledge is being created in their fields. Our thriving online College of Graduate and Professional Studies, meanwhile, enrolls students

from every U.S. state and more than two dozen countries. Its students complete their programs entirely from their home communities and, in-so-doing, spread UNE's brand far and wide.

Because of the plan we created and diligently followed, UNE is prospering like never before. Our enrollment has exceeded more than 12,000 students spread across six colleges, making us the largest private university in Maine. Our financial profile has never been stronger. Seemingly each new week brings the pleasant news that we have been selected for another national accolade or award for excellence in undergraduate or graduate education. Our future has never been brighter. This publication tells the story of how we followed Vision 2017 to UNE's new reality.

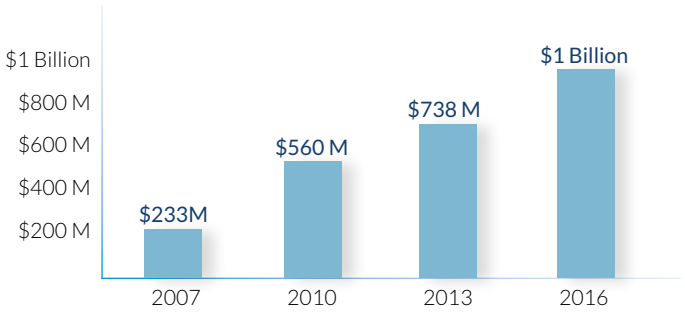
DANIELLE N. RIPICH, Ph.D. | PRESIDENT



UNE: A \$1 Billion Dollar Economic Driver for the State of Maine

A 2016 report by the Portland-based research firm Planning Decisions, Inc. assessed the University of New England's annual economic impact on the state of Maine to be in excess of \$1 billion.

ECONOMIC IMPACT



Amazingly, UNE has grown its economic footprint at a time when the Maine economy as a whole has been shrinking. While the state has struggled to modernize its economy and attract new employees following the Great Recession, UNE's faculty and staff have grown by more than 62 percent. Today, UNE employs more than 1,500 men and women, making it the twentieth-largest employer in the state.

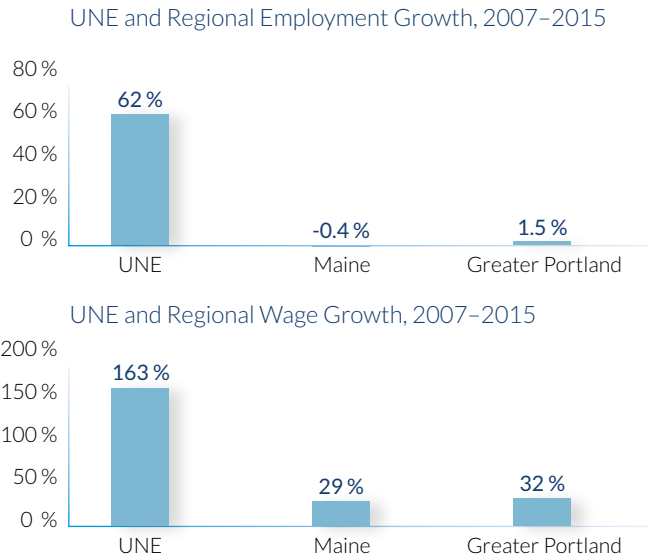
While geographically concentrated in southern Maine, UNE's impact is far-reaching. The University supports employment and consumer spending in nearly every corner of the state. During the 2015-2016 year, UNE generated sales of nearly \$470 million for Maine businesses, supporting the full-time equivalent of 3,800 employees earning nearly \$172 million and garnering more than \$22 million in taxes and fees for the state and its towns. At the same time, the education and skills brought to Maine by UNE's new

employees and recent graduates represented an investment of nearly \$500 million in Maine's human capital.

In addition to paying \$83 million in salary and benefits to its employees, UNE spent nearly \$77 million in non-personnel-related operating expenses, supporting 558 Maine vendors. Its students, employees and visitors also contributed to the operations of thousands of businesses across Maine.

From 2007 to 2016, UNE's operational spending has increased by more than 100 percent and its capital spending by more than 250 percent. It has become an invaluable cog in the Maine economy, one that supports Maine businesses, attracts new leaders to the state and provides a steady flow of graduates ready to drive regional growth and spur innovation.

TOTAL UNE ECONOMIC IMPACT ON THE REGION



A wide-angle photograph of a coastal town. In the foreground, there are dark, jagged rocks and green grass. The middle ground shows a calm body of water with several boats, including a green motorboat and a white sailboat. In the background, a line of houses and trees is visible under a clear blue sky.

STRATEGIC INITIATIVE ONE

UNE WILL ESTABLISH EDUCATIONAL PROGRAMS THAT BRIDGE TRADITIONAL ACADEMIC BOUNDARIES TO CREATE TRANSFORMATIVE EXPERIENCES FOR STUDENTS.



Creating a Comprehensive Health Sciences University

SINCE 2007, THE UNIVERSITY OF NEW ENGLAND HAS STRENGTHENED ITS POSITION AS THE LARGEST EDUCATOR OF HEALTH CARE PROFESSIONALS FOR THE STATE OF MAINE, INCREASED ACCESS TO HIGHER EDUCATION FOR ADULT LEARNERS AND DISADVANTAGED STUDENTS, AND DEVELOPED PROMISING INNOVATIONS TO PREPARE STUDENTS FOR THE CAREERS OF THE 21ST CENTURY. THE FOUNDING OF THREE NEW COLLEGES FACILITATED THIS EXPANSION, ALLOWING UNE TO JOIN A SELECT GROUP OF U.S. UNIVERSITIES OFFERING A COMPREHENSIVE HEALTH EDUCATION MISSION THAT INCLUDES MEDICAL, DENTAL, PHARMACY AND ALLIED HEALTH PROFESSIONS PROGRAMS.

COLLEGE OF PHARMACY *Opened in 2009*

- Maine's first and only facility dedicated exclusively to pharmacy education
- Graduated inaugural class in 2013
- Averages 97.5 students per class

- Available to students for the same cost as studying in Maine
- Hosts lectures by leading scholars through the Tangier Global Forum

ARTICULATION AGREEMENTS

- Allow high school students to apply Advanced Placement course credits toward a UNE degree
- Allow community college students to seamlessly transfer into four-year programs at UNE
- Provide Maine students with increased pathways to higher education at a reduced cost
- Include Maine community colleges, Great Bay Community College, Biddeford High School, The Maine Girls' Academy, Thornton Academy, Lincoln Academy and others

COLLEGE OF DENTAL MEDICINE *Opened in 2013*

- Northern New England's first dental college
- Graduates its first class in 2017
- Enrolls 64 students per class

ONLINE COLLEGE OF GRADUATE & PROFESSIONAL STUDIES

Opened in 2014

- Enrolls students from all 50 U.S. states and more than two dozen countries
- Houses the nation's first fully online Master of Social Work program
- Specializes in Applied Nutrition, Education, Health Informatics, Public Health and Social Work

INTERNATIONAL AGREEMENTS

- Institut des Études Politiques at Saint-Germain-en-Laye (France)
- University Pablo de Olavide in Seville (Spain)
- University of Granada (Spain)
- Al Akhawayn University in Ifrane (Morocco)
- University Abdelmalek Essaadi (Morocco)
- University of Akureyri and Hólar University College (Iceland)

TANGIER CAMPUS *Opened in 2014*

- The first study-abroad site designed for U.S. students in the health sciences

UNE Undergraduate Experience



NATALIE ARBOUR '16
Dental Hygiene

“In May of 2014, I traveled to Cusco, Peru where I provided free health and oral care to the residents. The experience made me realize how advanced the U.S. is and how much I can and should help others.”



WILLOW GERTZ '15
Marine Sciences | Education Intern

“My internship helped me develop leadership skills, communication skills and teaching skills. My goal is to one day teach science in a classroom, and my internship helped prepare me for so many aspects of teaching, from lesson planning to managing group behavior, to creating activities based on a curriculum and standards. I am thankful that I had this amazing hands-on experience.”



MEGHAN MCNIERNEY '16
Health, Wellness and Occupational Studies

“I love it here [in Morocco] so much. We have been exploring the country and volunteering weekly at an orphanage at one of the local hospitals. Through my Health, Wellness and Occupational Studies classes, we have been looking at the various occupations that people engage in over here in Morocco and how they differ from occupations in America.”



VICTORIA SANCHEZ '16
Environmental Science | Sustainability Intern

“I absolutely loved my academic internship position working in the UNE Environmental Health and Safety Office. I was able to work in so many different areas of the environmental sustainability field. The most important aspect of my internship experience was its role in helping me figure out my future career path. My internship supervisor helped me determine what I want to do in life, which is work with farms and green houses that are sustainable and help them be even more sustainable. I may even start my very own sustainable green house.”

UNE Graduate Experience



CHRISTIAN JORNS '16
Physical Therapy

“UNE provides the ideal environment to not only become a world-class health care provider, but to become someone who settles for nothing less than excellence in all endeavors. It is easy to shy away from the challenging things in life. However, UNE has prepared me to face any challenge head on and use it as an opportunity to become a person and professional of the highest caliber.”



LAURA GROOMES '17
Osteopathic Medicine

“I think most people go to medical school because they have a desire ultimately to help others. But then they get there, and all they do is study all the time. I asked Dr. Bilsky how I could get more involved, and he connected me with the neuroscience outreach program. I’ve had an amazing experience as a volunteer, visiting area schools to educate kids about brain safety.”



PRIYA KATWALA '18
Dental Medecine

“Attending the UNE College of Dental Medicine has been an amazing experience. UNE has shown me the true meaning of providing comprehensive care for my patients. Having the opportunity to work one-on-one with faculty members, including general dentists and specialists, has been a rewarding experience. The knowledge of our faculty members enhances the patient-care experience and the overall community of UNE. I have the opportunity to work hands-on with state-of-the-art technology and have patient care experiences with a culturally diverse population. The opportunities afforded by UNE CDM have allowed me to feel competent to practice in various communities. I cannot wait to see what my fourth year will hold for me!”



ASHLEY CHACE '18
Pharmacy

“As a student at UNE, I have taken advantage of a variety of opportunities to shape my professional development. One of the most influential experiences has been my research with faculty, involving poster presentations at national conferences and preparing a manuscript for future publication. In addition, I developed a Neuroscience in the Health Professions Club on campus alongside faculty and students with similar interests. UNE fosters individual growth by encouraging and supporting students in following their passions. Without my experiences at UNE, I would not be where I am today.”

UNE Becomes a Leader in Global Education

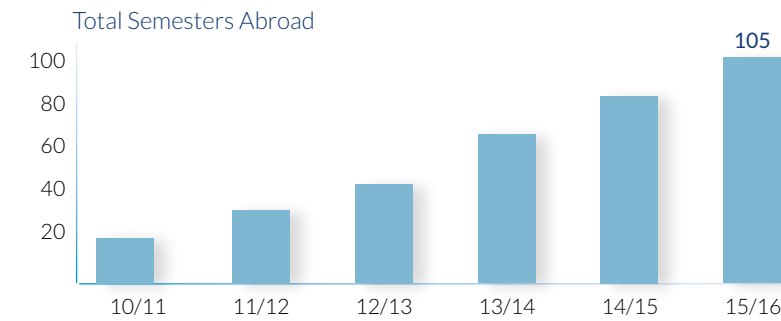
THE UNIVERSITY OF NEW ENGLAND RECOGNIZES THE IMPORTANCE OF PREPARING STUDENTS TO BE GLOBAL CITIZENS. ACCORDINGLY, UNE UNDERGRADUATES STUDY ABROAD AT NEARLY FOUR TIMES THE NATIONAL AVERAGE.

Since the opening of UNE’s Tangier Campus in 2014, UNE undergraduates have enjoyed the opportunity to spend a semester in Morocco, taking classes delivered in English and staying on track in their majors. At the same time, students immerse themselves in the culture of Tangier and explore Morocco’s natural wonders. Students also use the campus as a stepping stone to weekend excursions to other attractions in Northern Africa and Europe.

UNE also enjoys exchange agreements with universities in Europe that allow its students to spend semesters in Seville, Spain, or at the prestigious Sciences Po campus just outside Paris.

These semester abroad programs allow students to gain cultural fluency at the same cost as studying at UNE’s campuses in Maine. When they return to the Biddeford or Portland campuses, they carry with them new ideas and perspectives that broaden the cultural horizons of students who have yet to venture overseas.

GLOBAL AFFAIRS



ANOUAR MAJID
Vice President for Global Affairs



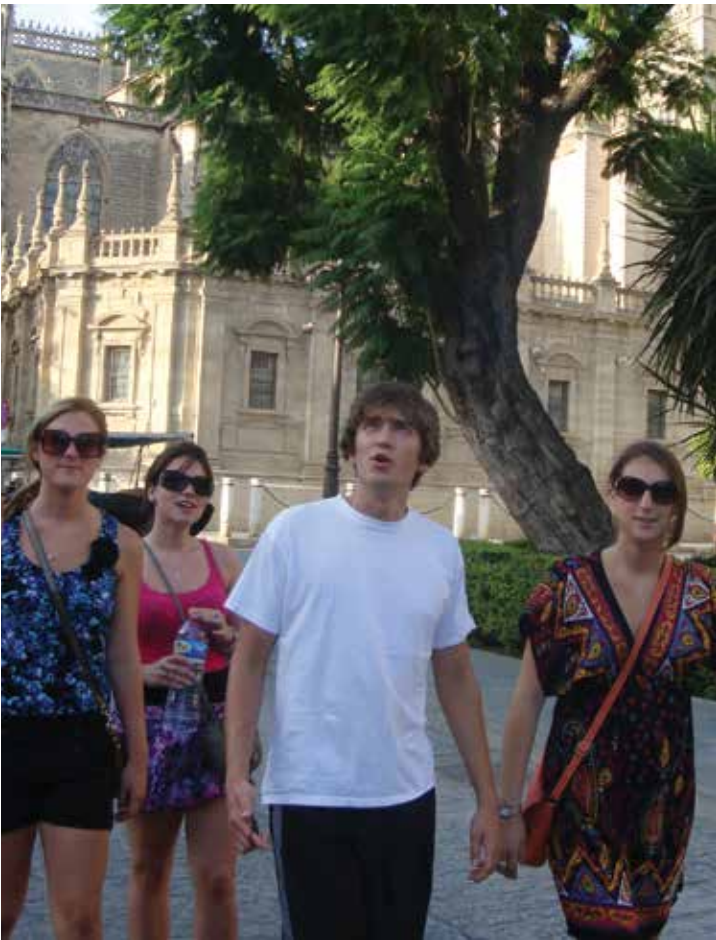
“UNE Morocco is a monument to our strong belief that education and culture play a major role in improving international relations and creating a better world for all. As we make the campus available to U.S. students seeking to gain global experiences, we also encourage the local and world communities to participate in campus events, which are open to the public and streamed live online.”

At the same time, UNE’s Maine campuses are enriched by students from the University of Granada in Spain, who visit the College of Pharmacy through a student exchange program, which also sends UNE pharmacy students to Granada, and by Sciences Po students from France who study in Maine through UNE’s partnership with that prestigious institution.

UNE students also participate in faculty-led travel courses that begin with coursework on campus and culminate with class trips overseas. Health professions students travel to Ghana to participate in cross-cultural exchange while treating patients. Environmental science students travel to Kenya and Panama to help residents confront environmental challenges. Marine Biology students travel to the Arctic Circle, the Galapagos and Belize to study local habitats and marine life. And humanities majors travel to the places that have inspired artists and writers.

BY THE NUMBERS:

- 400 percent increase in UNE students spending a semester abroad since 2010
- 105 UNE students spent semesters abroad during the 2015–2016 academic year
- 292 UNE students traveled as part of their UNE coursework in 2015–2016





UNE Launches Pioneering Competency-Based Workplace Essentials Program

IN 2015, THE UNIVERSITY OF NEW ENGLAND AND BANGOR SAVINGS BANK FORMED A PARTNERSHIP TO DEVELOP A PROGRAM OF ESSENTIAL WORKPLACE COMPETENCIES FOR NEW AND RECENTLY HIRED BANK EMPLOYEES. A TEAM OF EDUCATORS, INSTRUCTIONAL DESIGNERS AND BANKING PROFESSIONALS FROM BOTH INSTITUTIONS LED THE PROGRAM'S DEVELOPMENT AND IMPLEMENTATION WITH THE GOAL OF HELPING THE NEXT GENERATION OF FINANCIAL PROFESSIONALS TO ACQUIRE AND DEMONSTRATE ESSENTIAL WORKPLACE SKILLS. THE PROGRAM INCLUDES ONLINE COURSEWORK IN OFTEN NEGLECTED SUBJECT AREAS LIKE CHANGE RESPONSE, CONFLICT MANAGEMENT AND STRATEGIC LEADERSHIP, ALLOWING STUDENTS TO RECEIVE THE TRAINING THEY NEED TO BECOME LEADERS IN THE WORKFORCE.

The seeds were planted for this innovative program when UNE was selected by the Bill and Melinda Gates Foundation to participate in the foundation's Breakthrough Models Incubator initiative. As one of a select few institutions nationwide chosen to receive Gates funding through the program, UNE was charged with developing new models of competency-based higher education programming. Shortly thereafter, in a meeting to discuss ways in which competency-based education might enhance the Maine workforce, Bangor Savings Bank asked the University to consider developing a new educational program for its emerging leaders. UNE embraced the challenge to help prepare members of Maine's current and future workforce for the rapidly evolving demands of the 21st century economy.

Only six months later, UNE launched the program, which promises to positively reshape the career trajectories of workers across Maine. In addition to developing a unique curriculum, the University has created a new model through which educational institutions and private business will collaborative in the years ahead to accelerate the development of skilled business leaders.

The two-year Essential Workplace Competencies Development Program welcomes employees new to Bangor Savings Bank as well as emerging leaders already with the company, leveraging the UNE College of Graduate and Professional Studies' expertise in using the latest instructional technology with its ability to design engaging curricula.

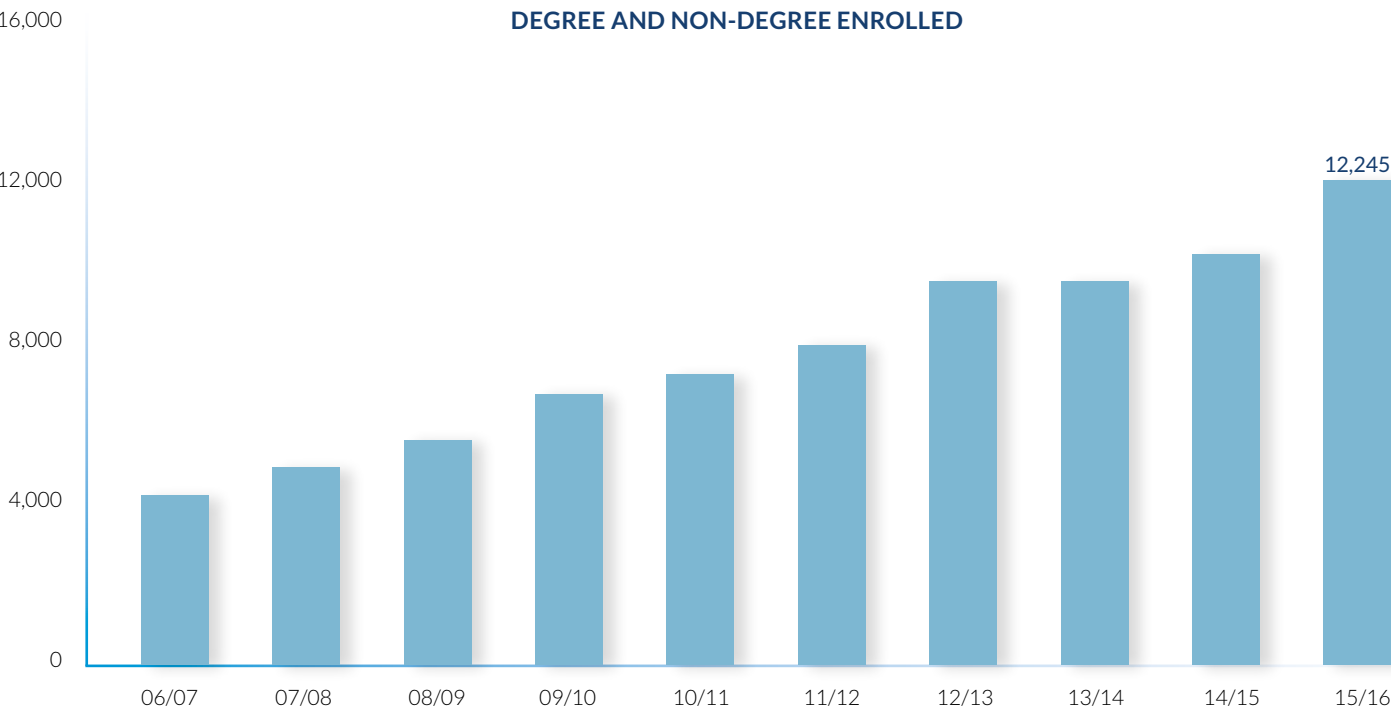
ROBERT MONTGOMERY-RICE
Bangor Savings Bank President and CEO

"The progressive thinking of UNE's leadership has helped bring to life a model that will serve both our organizations and the state of Maine for many years to come."



Sailing into the Headwinds Facing Higher Education: **Tripling our Enrollment**

OVER THE COURSE OF A DECADE WHEN PRIVATE UNIVERSITIES, ESPECIALLY IN THE NORTHEAST MARKET OF THE UNITED STATES, WERE STRUGGLING TO MAINTAIN THEIR ENROLLMENT LEVELS, THE UNIVERSITY OF NEW ENGLAND'S INNOVATIVE NEW COLLEGES AND PROGRAMS ALLOWED IT TO GROW ENROLLMENT FROM 4,272 STUDENTS DURING THE 2006-2007 ACADEMIC YEAR TO 12,245 STUDENTS IN 2015-2016. TODAY, THERE ARE MORE STUDENTS ON OUR CAMPUSES AND ENROLLED IN OUR ONLINE PROGRAMS THAN EVER BEFORE. AND EACH NEW SPRING HERALDS THE PROCESSIONAL OF OUR LARGEST GRADUATING CLASS YET.





STRATEGIC INITIATIVE TWO

UNE WILL HAVE A CULTURE AND INFRASTRUCTURE THAT SUPPORT STUDENTS AND FACULTY IN RESEARCH AND SCHOLARSHIP.



UNE Newsmakers

IN RECENT YEARS, SEVERAL UNE FACULTY AND STAFF MEMBERS HAVE EMERGED ON THE NATIONAL AND INTERNATIONAL SCENES AS THOUGHT LEADERS IN THEIR DISCIPLINES. THEIR WORK STRENGTHENS UNE'S REPUTATION, BOTH IN THEIR FIELDS AND MORE BROADLY.



EDWARD BILSKY, Ph.D.
Vice President for Research and Scholarship

Over the past several years, Edward Bilsky's understanding of the pharmacology underlying the relationship between chronic pain and the nation's growing opioid addiction problem has been sought after by his peers in academia and by news agencies.

In 2015, U.S. Senator Angus King of Maine took note of Bilsky and his peers' efforts, lauding UNE on the Senate Floor. Senator King praised UNE President Danielle Ripich, calling her, "a true visionary, and a great leader in the advancement of science and medicine," and noted the important role of state and federal research investment dollars, along with UNE's commitment, to growing UNE's pain research and neuroscience programs. He cited the \$10 million dollar National Institutes of Health COBRE grant UNE received in 2012 as one example of how investments set the stage for larger scale federal grants to support this important research and also emphasized the positive impact the research and educational programs have had on Maine's economy.



BRIAN DUFF, Ph.D.
Political Science Department Chair

As each U.S. election season plays out, Brian Duff is one of Maine journalists' go-to sources. Duff is frequently called up for his insight into Maine political races as well as for his analysis of national races from a Maine perspective. For example, in the spring of 2016, the *Portland Press Herald* called upon Duff to handicap the chances of Donald Trump picking Maine Senator Susan Collins as his running mate in the 2016 presidential race. Later, in August, the *Press Herald* called upon Duff again, this time for his thoughts on the extent to which the unpopularity of Trump and Hilary Clinton would affect the "down-ticket" candidates from their respective parties. In non-election years too, Duff lends his insight into the ongoing sagas concerning the political processes playing out at the local and national levels. He also publishes extensively in his field, having authored *The Parent as Citizen* and articles that explore such topics as feminist theory, voting and the politics of race and ethnicity.



DORA ANNE MILLS, M.D.

*Vice President for Clinical Affairs
Director, Center for Excellence in Health Innovation*

As a board-certified pediatrician whose practice experiences range from Farmington, Maine, to Los Angeles, Tanzania and Nepal, Dora Anne Mills understands the challenges the next generation of doctors will face in a variety of settings. She also possesses a top-down understanding of the challenges facing the local and global medical communities. From 1996 to 2011, Mills served as Maine’s state health officer, serving in the administrations of governors Angus S. King and John E. Baldacci. As the director of the Maine CDC, she led Maine’s public health agency of 400 employees and directed a \$120 million budget. Today, Mills is a frequent contributor to the public conversation surrounding challenges facing Maine health care providers and patients. She has written op-eds on such varied topics as UNE’s interprofessional training efforts, the emergence of antibiotic resistant “superbugs,” and the E. coli outbreak in Africa, and she has been called upon to provide her perspective on topics like medical error prevention, the relationship between socio-economic status and life-expectancy, Maine’s infant mortality rate and the Zika Virus.



JAMES SULIKOWSKI, Ph.D.

Professor of Marine Science

Known as “Dr. Shark,” James Sulikowski has made a name for himself on the local and national airwaves, including NBC’s “Today Show,” “Ocean Mysteries with Jeff Corwin” and the BBC series “The Rise of Animals.” During the *Discovery Channel’s* “Shark Week” during the summer of 2016, Sulikowski’s research was prominently featured in the premiere episode, titled “Tiger Beach,” which followed the journey of Sulikowski and research collaborator Neil Hammerschlag of the University of Miami as they traveled to a region in the Bahamas where tiger sharks congregate. Their team of researchers, including 2015 UNE Marine Sciences graduate Carolyn Wheeler, set out to discover why so many tiger sharks gather there. More than being a “Shark Week” star each year, Sulikowski regularly fields requests for interviews from media outlets up and down the eastern seaboard of the United States whenever sharks or incidents involving sharks are making news.



ANOUAR MAJID, Ph.D.

*Vice President for Global Affairs and Communications
Founding Director of the Center for Global Humanities
and Tangier Global Forum
Professor, English Department*

As Islamic terrorism has emerged as one of today’s greatest global issues, news agencies have relied on Anouar Majid for the sort of insight only his unique combination of life experience and scholarship can provide. A native of Tangier who has spent his career as a professor and administrator at the University of New England, Majid has penned groundbreaking books on Islam and the West and presented lectures around the world. While most commentators position the current problems as ones involving a small minority on the margins of a great religion, Majid is more critical, especially of the governments that use Islam as the basis for their foundation. He argues that only when Muslim-majority nations open their societies to free thinkers, protect religious and cultural diversity, and give equal rights to women will they cease spawning terrorists. Described by Cornel West as one of today’s “towering Islamic intellectuals,” Majid pens articles on this topic, and two of his books, *Islam and America* and *A Call for Heresy*, are required reading in many college cultural studies programs.

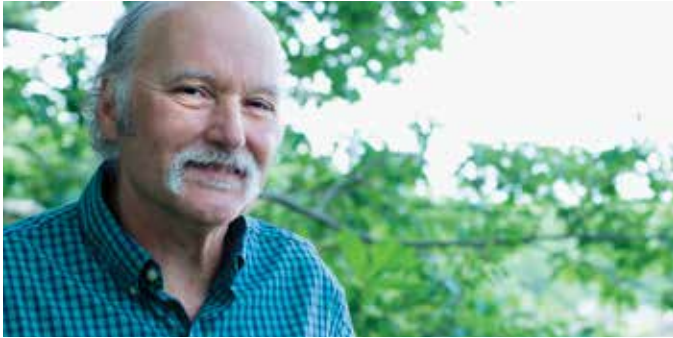


MARILYN GUGLIUCCI, Ph.D.

Professor and Director for Geriatrics Education and Research

Marilyn Gugliucci is UNE’s leading authority on geriatrics education and research. Her areas of specialization include nursing home immersion research, hospice immersion research, falls prevention for older adults and oral health in nursing homes. In addition to lecturing around the globe and publishing widely within her field, her insight is a valuable commodity in a state like Maine, which has an aging population. Gugliucci serves as a founding board member for the Maine Council on Aging and appears in the Maine media on programs like the Maine television show “Spotlight on Seniors.”

Gugliucci has authored scores of journal articles detailing her research, publishing in sources like the *Maine Policy Review*, the *International Journal of Clinical Medicine*, the *European Geriatric Medicine Journal* and the *Gerontologist Journal*.



BARRY COSTA-PIERCE, Ph.D.

*Henry L. & Grace Doherty Professor of Marine Sciences
Director, UNE Center of Excellence in the Marine Sciences
Chair, UNE Department of Marine Sciences*

Barry Costa-Pierce has enjoyed a 40-year career in the marine and freshwater sciences, focusing his research on how seafood systems throughout the world interact with marine ecosystems, fisheries, aquaculture and people. He is also a pioneer in the field of ecological aquaculture. In addition to publishing scores of articles detailing his extensive research in his field and traveling around the globe to share his expertise with other marine scientists, Costa-Pierce contributes to the ongoing public dialog concerning such hot-button issues for Maine as climate change and the Arctic, ocean conservation, aquaculture, and the evolving ocean economy. As Costa-Pierce has noted, “The world is on the cusp of a great Arctic seafood science and trade revolution, and the Gulf of Maine is positioned — quite literally — to be a hub of marine commerce and trade with the Arctic countries.”



MEGHAN MAY, Ph.D.

Associate Professor of Biomedical Sciences

Meghan May provides a microbiologist’s insight into infectious diseases like Lyme disease, the Zika virus and antibiotic resistant “superbugs.” She makes important contributions to the public discourse within her field, both at the local and global levels. For example, in the summer of 2016 she penned an article on the global health implications of an anthrax outbreak in Siberia for the *Huffington Post* and then wrote an article on food allergies for Biddeford’s *Journal Tribune*. She has also investigated the microbiological risks associated with the use of reusable shopping bags for one Maine television news report and the bacteria found on children’s toys for another Maine television report. This rising star within her field has also published scores of peer-reviewed academic journal articles and several book chapters and is a regular presenter at national and international conferences.



ALI AHMIDA, Ph.D.

Political Science Professor

Founder of the UNE Department of Political Science, Ali Ahmida is an expert in political theory, comparative politics and historical sociology. His scholarship examines power, agency and anti-colonial resistance in North Africa, especially in modern Libya. Ahmida has published several books, including *The Libya We Do Not Know*; *The Making of Modern Libya: State Formation, Colonialization and Resistance*; *Forgotten Voices: Power and Agency in Colonial and Postcolonial Libya*; and *Post-Orientalism: Critical Reviews of North African Social and Cultural History*. He is currently working on a book about genocide in colonial Libya.

When issues concerning Middle Eastern politics make headlines in the U.S. — such as 2011’s Arab Spring — Ahmida is a highly sought-after media source, offering his critical insight to news agencies like *NPR*, *CBC Radio*, *BBC Radio*, *Al Jazeera TV*, the *New York Times* and the *Huffington Post*.



DAVID LIVINGSTONE SMITH, Ph.D.

Philosophy Professor

David Livingstone Smith believes that philosophy has a vital role to play in helping society address the challenges facing humanity in the 21st century and that philosophers have a moral responsibility to use their philosophical skills to help make the world a better place. At UNE, he founded the Human Nature Project, which draws upon the humanities and the sciences to shed light on such weighty societal problems as war, genocide, xenophobia, climate change and environmental degradation.

Smith also is a frequent media commentator, appearing in primetime television documentaries, on national radio, and in national newspapers and magazines. His books include *Less Than Human: Why We Demean, Enslave and Exterminate Others*, which won the 2012 Anisfield-Wolf award for nonfiction; *Why We Lie: The Evolutionary Roots of Deception and the Unconscious Mind*; *The Most Dangerous Animal: Human Nature and the Origins of War*; and other titles.

#1 Educational Institution in Maine for NIH Funding

ACCORDING TO THE “HEALTHY BUSINESS” ISSUE OF MAINEBIZ, THE UNIVERSITY OF NEW ENGLAND WAS THE HIGHEST-FUNDED INSTITUTION OF HIGHER EDUCATION IN MAINE BY THE NATIONAL INSTITUTES OF HEALTH (NIH) IN 2015.

UNE received \$3,183, 017 in NIH grants during the 2015 fiscal year, the majority to fund the University’s Center of Biomedical Research Excellence for the Study of Pain and Sensory Function (COBRE).

Led by Principle Investigator Ian Meng, Ph.D. professor in the Department of Biomedical Sciences in the College of Osteopathic Medicine, the COBRE was established in 2012 with the aim of significantly contributing to the scientific understanding of the neurobiology of chronic pain by facilitating the discovery and development of novel therapies. The primary focus of the center is to provide support to several junior scientists as they establish independent, extramurally-funded research programs.

Meng cited the ongoing opioid epidemic as one reason why the funding of the study of pain and the quest to find opioid alternatives is so crucial. “Research in our pain center is focused on discovering new treatments for chronic pain,” he said. “Finding alternatives to the opioids is critical so we can continue to provide care for chronic pain patients while combating the opioid epidemic.”

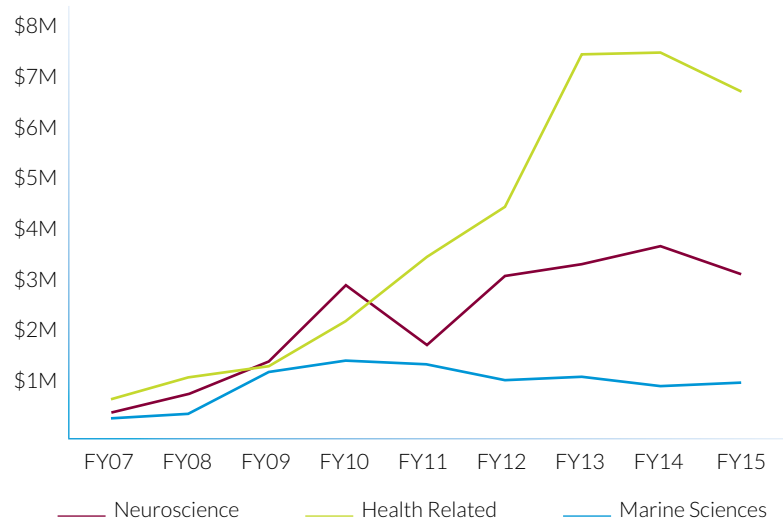
During the 2015 fiscal year, UNE’s COBRE-supported researchers received \$1,880,487 in NIH grants. The funding primarily supports four UNE researchers. Ling Cao, M.D., Ph.D., associate professor in the Department of Biomedical Sciences, studies the interaction between the immune system and the nervous system, exploring the impact of immune cells on pain stemming from nerve injury. Tamara King, Ph.D., associate professor in the Department of Biomedical Sciences, focuses her research on disease-induced bone and joint pain by analyzing pathological changes in relation to

pain as well as the potential effects of treatment on disease and pain. Geoffrey Ganter, Ph.D., professor in the Department of Biology, studies the fruit fly to identify novel genes involved in pain perception. And Lei Lei, Ph.D., associate professor in the Department of Biology, investigates nerve cells that send pain signals to the spinal cord and brain, exploring how these cells behave after nerve injury.

RESEARCH AND SCHOLARSHIP

UNE has increased its research and scholarship dollars from less than \$1 million in 2007 to more than \$12 million in 2015.

Grant Expenditures (Dollars in Fiscal Year) Total: \$65,736,084



UNE Centers of Excellence Concentrate **UNE’S** Research Mission

SINCE 2009, THE UNIVERSITY OF NEW ENGLAND HAS ESTABLISHED SEVERAL CENTERS FOR RESEARCH AND SCHOLARSHIP. THESE UNIVERSITY-WIDE CENTERS BUILD UPON UNE’S STRENGTHS IN INTERPROFESSIONAL EDUCATION, MARINE SCIENCE, NEUROSCIENCE, PUBLIC HEALTH, GLOBAL HUMANITIES AND TEACHING BY PROVIDING OPPORTUNITIES FOR COLLABORATIVE RESEARCH AND SCHOLARSHIP.



UNE CENTER FOR EXCELLENCE IN THE NEUROSCIENCES

The UNE Center for Excellence in the Neurosciences enables collaboration among students and faculty passionate about understanding the complexities of the nervous system and applying their knowledge to enhance human health, productivity and quality of life. By facilitating research and education across disciplines, the center strives to make innovative discoveries.



UNE CENTER FOR GLOBAL HUMANITIES

The UNE Center for Global Humanities is a public forum dedicated to the study of human destiny in the 21st century. As new discoveries in science and technology change our understanding of human nature and raise questions about our future, the center uses the lenses of the humanities to provide insight into this emerging human condition. Since 2009, the center has brought to UNE’s Portland Campus thought leaders from around the globe, including Noam Chomsky, one of the most cited scholars in history; Bill McKibben, who was one of the first to raise a voice of alarm about global climate change; and more than 70 other preeminent scholars.



UNE CENTER FOR EXCELLENCE IN THE MARINE SCIENCES

The UNE Center for Excellence in the Marine Sciences serves as an incubator for forward-looking academic, research and partnership programs. The center encourages cross-disciplinary research and student and faculty collaborations with businesses from Maine’s marine industries. It strives to position UNE students and faculty to capitalize on the new science, policy and business opportunities being created by the opening of the Northeast Passage.



UNE CENTER FOR EXCELLENCE IN HEALTH INNOVATION

The UNE Center for Excellence in Health Innovation facilitates innovation in clinical settings and innovative learning activities and

research opportunities. The center prepares UNE students to provide patient-centered care, work in interdisciplinary teams, employ evidence-based practice, apply quality improvement and utilize health informatics.



UNE CENTER FOR THE ENRICHMENT OF TEACHING AND LEARNING

The UNE Center for the Enrichment of Teaching and Learning serves as a catalyst for innovative, vibrant and effective teaching and learning. Through its programming, the center provides UNE faculty with additional resources, support and opportunities.

Created More than 1 Million Square Feet of Space

DURING A DIFFICULT ECONOMIC PERIOD WHEN MOST COLLEGES AND UNIVERSITIES WERE CUTTING PROGRAMS AND PUTTING CAPITAL PLANS ON HOLD, UNE HAS ADDED OR RENOVATED MORE THAN 1 MILLION SQUARE

FEET OF SPACE ON ITS THREE CAMPUSES. IT HAS ALSO ACQUIRED ITS VERY OWN ATLANTIC ISLAND TO SERVE AS A FIELD STATION FOR ITS FACULTY AND STUDENT SCIENTISTS.



Featherman Hall 2007



Welcome Cottage 2008



Bush Center 2008



Pickus Center 2008



College of Pharmacy 2009



Morgane Hall 2009



Sokokis Hall 2010



Big Blue Turf Field 2010



Goddard Hall 2011



Harold Alfond Forum 2012



Hills Beach Road 2012



Leonard Hall 2013



Oral Health Center 2013



Ketchum Library 2014



Tangier, Morocco 2014



Ram Island 2015



1075 Forest Avenue 2016



Alumni Hall 2016



Solar Panel Initiative at Bishop Street 2016



Innovation Hall in progress



University Commons in progress



Business Office Expansion at 588 Pool Street in progress



Harold Alfond Forum Expansion in progress

Building a National Reputation

THANKS TO THE INVESTMENTS IT HAS MADE IN ITS STUDENTS, FACULTY AND CAMPUSES, THE UNIVERSITY OF NEW ENGLAND HAS CREATED A CULTURE THAT VALUES EXCELLENCE IN RESEARCH AND SCHOLARSHIP. AND UNE’S REPUTATION FOR QUALITY HAS SPREAD FAR AND WIDE.



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2008

NEASC commends UNE for quality of academic programs

2009

U.S. News and World Report names UNE one of “America’s Best Universities in the North”

2010

NEWSMAX names UNE one of “5 Best Colleges in Maine”

U.S. News and World Report names UNE one of “America’s Best Universities in the North”

U.S. News and World Report names **UNE COM 6th in nation for primary care training**

2011

U.S. News and World Report includes UNE and COM as two of “America’s Best Universities in the North”

2012

U.S. News and World Report recognizes **COM, O.T., D.P.T., Online M.S.Ed. programs**

National/international coverage for announcement of Tangier Campus

UNE named as a “College Making a Difference” by Inside College/ Huffington Post

2013

UNE Master of Science in Education among “Best Online Education Programs” in U.S. News and World Report

Chronicle of Higher Education names UNE one of the “Fastest Growing Campuses” in the nation

UNE named to Forbes’ “America’s Top Colleges”

2014

WCHP, COM, Online recognized by U.S. News and World Report in their “Best Graduate Schools” guide

PayScale names UNE **#1 university/college in Maine for ROI**

2015

College Raptor, Inc. names UNE “Best Hidden Gem” in Maine

Princeton Review includes UNE in **Best 380 Colleges**

The Brookings Institution ranks UNE **#1 among Maine universities/ colleges for increasing student career earnings**

PayScale notes high salary potential for graduating students

Included in “Most Affordable Online Graduate Schools for Master’s Degrees” by Best Master’s Programs

Included in “Best Value Online Colleges for Public Health Degrees” by OnlineU

Received “Students Before Profits Award” by Nonprofit Colleges Online

Named to Forbes’ “America’s Top Colleges” list

Named to U.S. News and World Report’s “Best Online Graduate Education Programs”

Named to OnlineMastersPrograms.org’s “Best Online Masters Programs”

Named to bestschools.com’s “Notable Online College”

Named to Top RN to BSN’s “Best Accelerated Bachelor of Science in Nursing Programs”

Named to Public Health Online’s “Best Online MPH Programs of 2014–2015”

Included in “Top 25 Online MSW Programs for 2014–2015” by Best MSW Programs

Included in “Top Online Master’s of Social Work” programs by Social Work Degree Guide

Included in “30 Amazing Colleges at the Beach” by Online Schools Center

Included in Princeton Review’s **Best 380 Colleges**

Recognized by Time Magazine for providing scholarships for incoming freshmen

2016

COM adopts new prescriber education requirements by Obama administration

UNE Marine Science research featured in Discovery Channel “Shark Week” debut episode: “Tiger Beach”

Included in Princeton Review’s *Best 381 Colleges*

Included in “America’s Top Colleges 2016” by Forbes

Included in MONEY’s “Best Colleges 2016”

The Wall Street Journal / Times Higher Education ranked UNE **325th among US colleges and universities**



STRATEGIC INITIATIVE THREE

UNE WILL HAVE A LEARNING-CENTERED ENVIRONMENT FOR ACTIVE INVOLVEMENT
IN CAMPUS LIFE AND COMMUNITY ENGAGEMENT.



Creating a Connected Campus

WHETHER STUDYING IN PORTLAND, BIDDEFORD OR TANGIER, TODAY'S NOR'EASTERS SEE THEMSELVES AS PARTICIPANTS IN A SHARED LEARNING EXPERIENCE THAT CEMENTS THEIR SENSE OF COMMUNITY. THIS WAS NOT ALWAYS THE CASE. FOLLOWING THE MERGER OF WESTBROOK COLLEGE WITH THE UNIVERSITY OF NEW ENGLAND IN 1996, THE TWO MAINE CAMPUSES CONTINUED TO OPERATE ALMOST INDEPENDENTLY OF ONE ANOTHER FOR A TIME. BUT OVER THE PAST TEN YEARS, UNE HAS CREATED NEW PHYSICAL SPACES AND PROGRAMS TO ENSURE THAT ITS STUDENTS AND FACULTY FIND RICH OPPORTUNITIES TO INTERACT OUTSIDE OF CLASS. THESE INVESTMENTS IN THE UNE COMMUNITY HAVE ALSO MULTIPLIED AND ENHANCED THE INTERACTIONS STUDENTS AND FACULTY ENJOY WITH MEMBERS OF THE EXTERNAL COMMUNITIES SURROUNDING OUR CAMPUSES.

One of the most important physical spaces to UNE's increasing cohesion has been the \$20-million Harold Alfond Forum, which was constructed with help from the largest gift in UNE history — a \$10 million grant from the Harold Alfond Foundation. Offering more than 100,000 square feet of athletic and learning space, the forum has allowed UNE to take giant leaps forward in terms of the game-day experiences it offers student athletes and their fans. The men's and women's ice hockey and basketball teams, in particular, have been popular draws, attracting raucous crowds of blue-clad rooters to the forum stands. The Big Blue Turf outside, meanwhile, has provided a home to our field hockey and men's and women's lacrosse teams, while becoming a signature feature of the Biddeford Campus.

These state-of-the-art facilities have translated into success. Since 2006, UNE has seen its all-sport win rate improve from 46 percent to 70 percent.

The impact of UNE athletics on the campus community and wider community continues to grow. In the fall of 2017, UNE will begin playing football at the pre-varsity level before launching a varsity program in the Commonwealth Coast Conference in 2018. And, in the fall of 2016, UNE launched its varsity women's rugby team,

hosting no less of an institution than Harvard University for its first home game on September 17. More than 400 members of the UNE community turned out at Barbara J. Hazard Field to watch UNE President Danielle Ripich and student-athletes from both squads participate in a ceremonial first scrum before the start of the match.

These programs and facilities, as well as the shuttle bus that now ferries students and faculty between UNE's two Maine campuses, have been instrumental in establishing non-sports-related UNE events, too, that provide occasion for the entire community to gather. The forum hosts the George and Barbara Bush Distinguished Lecture Series, an annual event honoring the legacy of President and Mrs. Bush as political and community leaders. The Center for Global Humanities presents lectures on the Portland Campus that draw large contingents of students and faculty from the Biddeford Campus as well as members of the Greater Portland Community. And lectures, performances and other events from Tangier are live-streamed to classrooms, desktops and laptops on the Biddeford and Portland campuses.

Students Get Involved

2009–2010: 58 Clubs and Organizations, One Council | 2015–2016: 91 Clubs and Organizations, Nine Councils



Student Innovators Find Room to Experiment

WITH ITS COMMITMENT TO INNOVATION FOR A HEALTHIER PLANET, UNE ENCOURAGES STUDENTS FROM ALL ACADEMIC FIELDS TO THINK BEYOND THE ORDINARY BOUNDS OF THEIR DISCIPLINES ABOUT HOW THEY MIGHT MAKE THE WORLD A HEALTHIER PLACE. THE UNIVERSITY ALSO CREATES SPACE ON CAMPUS FOR STUDENTS AND FACULTY FROM ALL SIX COLLEGES TO CONGREGATE AND THINK CREATIVELY ABOUT HOW THEY MIGHT PUT THEIR EXPERTISE TO WORK TO ADDRESS TODAY'S CHALLENGES.

UNE hosts an annual Student Innovation Challenge that includes mentoring from successful entrepreneurs and cash awards that serve as start-up funding for student projects. Entrepreneurs provide seminars and counseling to student teams and then select the winners at the end of the competition.

The Biddeford Campus houses a Student Makers club, a dedicated Makerspace and a Digital Makerspace. The Portland Campus

includes an Innovation Hub, where forward-thinking students and faculty begin turning their big ideas into realities.

Through campus programs and spaces like these, today's Nor'easters learn to question the world as they find it and work to produce the innovations that will transform it in positive ways.



University Commons

THE UNIVERSITY OF NEW ENGLAND’S NEWEST BUILDING WILL BE A PERFECTLY SITUATED MULTI-USE BUILDING ON THE BIDDEFORD CAMPUS OVERLOOKING THE SACO RIVER. THE BUILDING WILL HOUSE GROUP STUDY AREAS, AN INFORMAL STUDENT DINING AREA AND OTHER AREAS IDEAL FOR CONVERSATION, STUDY AND CONTEMPLATION. IT WILL BE A PLACE WHERE STUDENTS GATHER OUTSIDE OF CLASS TIME TO PURSUE

GROUP PROJECTS, PARTICIPATE IN COMMUNITY EVENTS AND OTHERWISE IMMERSE THEMSELVES IN THE LIFE OF THE UNIVERSITY. IT WILL EVEN INCLUDE AN OUTDOOR FIRE-PIT WHERE STUDENTS GATHER TO SOCIALIZE AND ENJOY WATER VIEWS OF THE SACO RIVER.



Health Professions Service Learning

THE WESTBROOK COLLEGE OF HEALTH PROFESSIONS SERVICE LEARNING PROGRAM HAS BUILT IMPORTANT BRIDGES BETWEEN HEALTH PROFESSIONS STUDENTS AND THEIR COMMUNITIES, INCLUDING HOMELESS POPULATIONS, REFUGEES AND INCARCERATED PEOPLE, AS WELL AS INTERNATIONALLY IN GHANA, BELIZE AND ELSEWHERE.



UNE Receives \$2.5 Million Federal Grant to Improve Rural Maine Health Care

IN JULY 2016, THE UNIVERSITY OF NEW ENGLAND WAS AWARDED A FIVE-YEAR, \$2.5 MILLION FEDERAL GRANT FROM THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) TO PARTNER WITH PENOBSCOT COMMUNITY HEALTH CARE (PCHC) TO TRANSFORM THE PRIMARY CARE WORKFORCE IN RURAL AND UNDERSERVED MAINE AND IMPROVE HEALTH OUTCOMES.

Over the course of this five-year grant, a total of 255 UNE students — 160 medical, 25 physician assistant and 70 pharmacy students — will train together at PCHC, learning the skills needed for exemplary interprofessional, team-based care. They will also hone complementary skills needed for this century, including knowledge of social determinants of health, oral health, health literacy and shared decision making with patients.

UNE faculty will work onsite with 30 PCHC clinicians, preparing them to become clinical faculty for these new proficiencies.

“As Maine’s largest educator of health professionals, UNE holds national and international reputations for teaching comprehensive, team-based care, also known as interprofessional education,” said

Dora Anne Mills, M.D., UNE’s vice president for Clinical Affairs, director of the Center for Excellence in Health Innovation, and the grant’s principal investigator and chief author. “These funds will equip both today’s and tomorrow’s health care providers with team-based skills as well as other tools needed to engage effectively with patients and populations to improve health. The grant will also build a pipeline between UNE and PCHC, expanding upon UNE’s long history of providing health professionals across the state, especially to rural and underserved Maine.”

KENNETH SCHMIDT, MPA
Penobscot Community Health Care President and CEO

“As Maine’s largest federally qualified health center serving many underserved areas of Maine, Penobscot Community Health Care enjoys working with UNE faculty and students using innovative ways to build tomorrow’s health care workforce. PCHC and all health care providers in Maine depend on the leadership of UNE to train some of the best practitioners in America to face the unique challenges of delivery integrated health care in our state.”





STRATEGIC INITIATIVE FOUR

UNE WILL OPTIMIZE UNIVERSITY RESOURCES AND SUPPORT ETHICAL, EFFECTIVE, EFFICIENT AND RESPONSIBLE DECISION-MAKING.

Optimizing University Resources

WHEN DANIELLE RIPICH ASSUMED THE UNIVERSITY OF NEW ENGLAND PRESIDENCY IN 2006, UNE HAD NO CASH RESERVES, LIMITED BORROWING CAPACITY AND A CREDIT RATING BELOW JUNK-BOND STATUS. THE UNIVERSITY'S CIC COMPOSITE FINANCIAL INDEX (A BAROMETER AUDITORS USE TO MEASURE THE FINANCIAL HEALTH OF EDUCATIONAL INSTITUTIONS) WAS JUST 1.4.

At her very first meeting with the UNE Board of Trustees, the new president requested approval to build the UNE College of Pharmacy. Next, she worked with trustees and senior leadership to build a comprehensive statement of where they intended to take UNE. According to Vision 2017, the University's path to financial stability would be paved by smart investments in growth fields like the health professions, graduate education, online education and global education.

A decade later, UNE is on sound financial footing. It has built cash reserves and established an implied rating range of A2. Its CIC Composite Financial Index is 5.9.

To make this remarkable transformation, UNE adopted a growth-minded approach and relied heavily on data to inform its development of new programs.

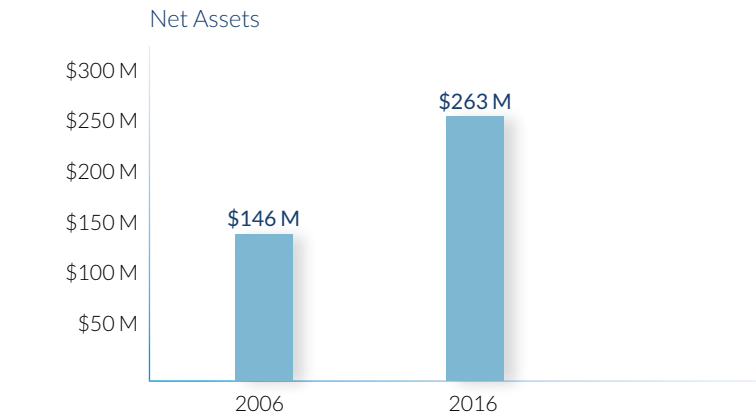
As online programs like the nation's first fully online Master of Social Work and graduate programs like Pharmacy and Dental Medicine outperformed benchmarks nearly immediately upon their founding, the University used the extra revenue they returned to build cash reserves, fund capital improvements and upgrade its technology infrastructure.

Today's UNE offers three state-of-the-art campuses, while ranking significantly ahead of its competitors when it comes to faculty salaries, ensuring it can attract top caliber talent. At the same time, its administrative costs are kept to a minimum, thanks to a lean administrative structure. The University invests its dollars where

they matter most: on the academic side. It also invests directly in students through the UNE Pledge, a new program that awards \$1,000 to each undergraduate upon the completion of his or her degree as well as an additional \$1,000 to graduating seniors who decide to pursue a graduate education at UNE.

The next UNE president will inherit a University that possesses the financial profile and resources to make the next decade even more amazing than the last.

OPTIMIZE UNIVERSITY RESOURCES



Investing in Students

THE UNIVERSITY OF NEW ENGLAND’S ABILITY TO OPTIMIZE ITS RESOURCES HAS BEEN ESSENTIAL TO THE DEVELOPMENT OF ITS GROWING REPUTATION FOR OFFERING A SOUND RETURN ON INVESTMENT TO STUDENTS. WHILE KEEPING ITS ADMINISTRATIVE COSTS REMARKABLY LOW FOR AN INSTITUTION OF ITS SIZE, UNE HAS PUT ITS DOLLARS TO WORK WHERE THEY MATTER MOST, EXPANDING AND ENHANCING THE LEARNING EXPERIENCES AVAILABLE TO STUDENTS.

THE UNE PLEDGE

In 2015, President Ripich announced a new five-point commitment to students that offers

- The opportunity to become global citizens by spending as many as three semesters at UNE’s Tangier Campus or at the campuses of UNE’s partner institutions in Spain and France at no additional cost.
- A guarantee that UNE undergraduates will face no additional lab or studio fees regardless of their major.
- Access to internships and undergraduate research opportunities.
- An Alumni Investment Award of \$1,000 presented to each UNE undergraduate upon completion of a four-year program.
- A Lifetime Partnership Award of an additional \$1,000, presented to graduating seniors who decide to pursue a graduate education at UNE.

KEEPING A UNE EDUCATION AFFORDABLE

As politicians, institutions of higher education, parents and students across the United States have confronted the challenges posed by the steadily escalating cost of attaining a four-year college degree, UNE has taken measures to ensure that students emerge from its programs well-positioned to lead prosperous lives.

UNE graduates enter the workforce carrying less debt than is typical of graduates from private colleges and universities and possessing greater than usual career earning potential. This is due to UNE’s strategic emphasis on preparing students for careers in high-demand fields — including the health professions, environmental specialties and entrepreneurial disciplines — and to its concerted efforts to minimize the cost of attending UNE.

While nationally private colleges and universities raised tuition, fees, and room and board by 3.4 percent in 2015–2016, the cost of attending UNE increased by only 2 percent. This was down from 2.8 percent the year before and 6.5 percent in 2007. Today, UNE’s tuition is 15 percent less than the average for private universities in New England.

Despite these efforts to minimize cost, UNE recognizes that financing a higher education can be daunting for many students and parents. That’s why 98 percent of UNE students receive some form of financial assistance, with the average total award package exceeding \$26,000.

Thanks to these commitments to keeping the cost of a UNE education affordable, the University’s young alumni are able to progress in life as anticipated after leaving campus. They consistently report high-job-meaning as well as high earnings.





INSTITUTIONAL ADVANCEMENT



Visionary Partners: The Role of Philanthropy

THE ECONOMIC IMPACT STUDY HIGHLIGHTED AT THE BEGINNING OF THIS REPORT CLEARLY ENUMERATES THE SCOPE OF THE UNIVERSITY OF NEW ENGLAND’S CONTRIBUTIONS LOCALLY AND REGIONALLY. BUT THE DOLLARS ARE ONLY PROLOGUE TO THE STORY, AS THIS REPORT GOES ON TO DESCRIBE THE MANY WAYS UNE HELPS TO STRENGTHEN AND TRANSFORM LIVES AND COMMUNITIES.

It, therefore, seems appropriate that the role of philanthropy serves as a sort of epilogue to this report by acknowledging the importance of the many contributions made by myriad constituencies that have helped transform the University over the last decade.

UNE’s Moving Forward Capital Campaign was launched publicly in March of 2014, but UNE had been quietly raising support for the Vision 2017 Strategic Initiatives since 2009. While the University’s fiscal discipline generated essential strategic reserves, leadership gifts to the campaign during the quiet phase were significant and, in many instances, provided a margin of difference that then opened up other possibilities for exploration and growth. This freedom to explore was central to UNE’s Strategic Plan and was incorporated into the campaign’s objectives, which were more thematic than project based: *Opportunity, Innovation and Place*. At an increasingly complex institution, new ideas and needs were vetted for philanthropic potential within this thematic structure. In essence, the Moving Forward Capital Campaign was executed in the same entrepreneurial spirit as the University’s Vision 2017 Strategic Plan.

A few examples of leadership gifts assigned to each of the campaign’s three themes can best illustrate this spirit.

PLACE

The Harold Alfond Forum on the Biddeford Campus is a dynamic example of the transformative power of philanthropy and the University’s commitment to Strategic Initiative Three. It promotes “active involvement in campus life” through greatly expanded

athletic offerings as well as “a learning-centered environment” with teaching spaces for many of UNE’s health professions programs focused on fitness and wellness. The \$7 million grant for the forum was also a testament to strategic planning itself. Before considering a gift, the foundation wanted to see a plan — a prospectus of sorts — from UNE. The case UNE made inspired the trustees of the Harold Alfond Foundation to invest in UNE and to inspire others to match their gift in order to earn a \$3 million bonus from the foundation for interprofessional health care education.

On the Portland Campus, no place is more iconic than Alumni Hall, built in 1835 at what was then Westbrook Seminary. For more than a decade it had been vacant, but in June of 2016 it was re-opened after loving repair and renovation, thanks largely to many generous gifts from Westbrook College alumni totaling over \$3 million, including several bequests. Since the merger between UNE and Westbrook College in 1996, the University has striven to sustain the values taught to, and lived by, generations of young women — and some men — from its early and more recent history. The Tower of Alumni Hall stands as a monument to their pride in the spirit that will never die.

INNOVATION

When UNE decided to open a dental school — the first and still the only one in Northern New England, an innovative model was proposed in response to the identified need for better access to oral health care in Maine. Using high-tech simulation training in the first year

of study, and fourth-year clinical placements in rural areas, students at UNE’s College of Dental Medicine would experience a community-based model of education and training. Northeast Delta Dental and its partners — Delta Dental of Maine, New Hampshire and Vermont and the Northeast Delta Dental Foundation — embraced this visionary approach and committed \$2.3 million to fund the start-up. UNE then worked with Maine’s legislature to craft a \$5 million bond proposal that was approved by the citizens of Maine to help fund the clinics throughout the state where UNE students would provide much needed oral health care. Many other supporters found the case compelling, and UNE raised more than \$8 million to fund the College.

This vision for educational programming that is responsive to the needs of the communities rather than established pedagogical precepts has since become a model for other UNE initiatives, from interprofessional education in health care (IPE), to competency-based and digital learning programs, to new majors in marine entrepreneurship and ocean affairs. Business and philanthropic partners have been engaged, in some cases reaching out to UNE, to support mutually beneficial collaborations for workforce development.

OPPORTUNITY

Innovative student-centered educational opportunities abound at UNE, but direct student support is the focus of the campaign’s *Opportunity* theme. Whether for scholarships and stipends to support tuition or study abroad, research or internships, UNE students inspire donors to give — not just for the opportunity to get an education but to do so at UNE. A consultant who prepared a feasibility study for the campaign suggested our ambitious goal could only be reached if we found generous donors we didn’t yet know existed. Recently, we found one who was not an alum and had little relationship to UNE. This anonymous donor was inspired to support the University by witnessing first-hand the powerful

connections being made between faculty and students in the classroom and made a commitment to create a significant endowed scholarship for undergraduate students — one of the largest in UNE’s history.

Others are not as shy about demonstrating their pride in being part of UNE, and many, many alumni from all constituencies have given to support students. Eleanor Manning Morrell graduated in 1949 from Westbrook College, where she met her husband, Richard Morrell, who was attending Bowdoin College. They, too, established an endowed scholarship at UNE that will give back in perpetuity to students, so they can learn, grow and build personal relationships that will last a lifetime like theirs.

As these few transformative gifts have illustrated, **the disciplined courage to reach for audacious goals inspires philanthropy**. Just as important are the thousands of other gifts that have been made, because they reiterate and reinforce the faith and trust of these lead donors.

The campaign’s messaging was developed to raise *awareness, appreciation and support*. Getting the word out about UNE and the incredible institution that it has become in a short time and in the midst of a challenging economy was more than collateral; it was a primary purpose of the campaign. Raising more money than even our consultants had advised before entering the campaign was a nice bonus. At the time of this writing, the successful achievement of our \$60 Million Campaign Goal is not in doubt. But this success is only the beginning. The impact of this philanthropy at UNE will be felt for decades to come, and the need for partners to invest in new innovations will continue beyond this campaign.



Northeast Delta Dental



ABOUT UNE

The University of New England — History

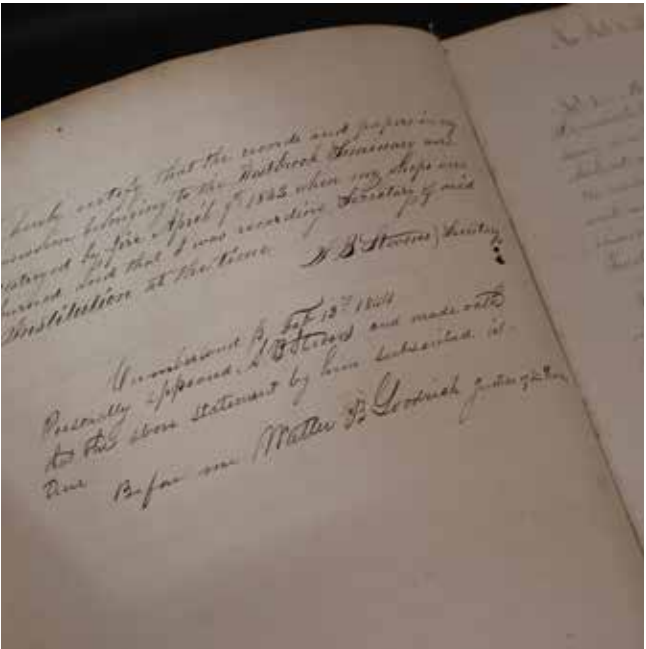
THE UNIVERSITY OF NEW ENGLAND HAS A RICH AND VARIED HISTORY, REFLECTING THE DETERMINATION, CREATIVITY AND RESOURCEFULNESS OF ITS LEADERS AND OF MAINE AND NEW ENGLAND.

It is a wonderful story beginning on the banks of the Saco River in 1939 when Franciscan monks formed the College Séraphique, a high school and junior college to educate boys of Québécois descent. In 1952, the institution became a four-year liberal arts college called St. Francis College. As it struggled financially in the late 1970s, necessity and opportunity met in the form of the New England College of Osteopathic Medicine. The college opened on the campus of St. Francis in 1978, and the two became the University of New England.

In 1996, there arose another opportunity for growth. Westbrook College, founded in 1831 as Westbrook Seminary, in Portland, was experiencing financial and enrollment difficulties.

Consequently, Westbrook College merged with UNE, bringing with it a long history and dedicated alumni body.

The story of UNE continues with every graduating class. With three distinctive campuses in Biddeford and Portland, Maine, and Tangier, Morocco, and six unique colleges — the College of Arts and Sciences, College of Osteopathic Medicine, Westbrook College of Health Professions, College of Dental Medicine, College of Pharmacy and College of Graduate and Professional Studies — the next chapter will surely bring UNE more opportunity, more innovation and more success.



Academic Profiles



JAMES J. KOELBL, D.D.S., M.S., M.J.
Provost and Senior Vice President
jkoelbl@une.edu
(207) 221-4761 | Goddard Hall 120
(207) 602-2678 | Bush Center 304

Born in Chicago, Dr. Koelbl received his D.D.S. degree from the University of Illinois College of Dentistry in 1973. Following dental school, he entered the private practice of general dentistry in the Chicago area. He has practiced full-time and part-time for more than 20 years in urban and rural locations.

Dr. Koelbl has held various positions in dental education at six dental schools, including director of the general practice residency program; chairman of the department of operative dentistry; assistant dean for Admissions and Student Affairs; associate dean for Academic Affairs; and associate dean for Clinical Affairs. He served on the staff of the American Dental Association in Chicago as associate executive director, education and group associate executive director, Professional Services, with responsibility for the divisions of Education, Science and Dental Practice.

Dr. Koelbl has served for more than 15 years as a dental dean, holding positions as dean, West Virginia University School of Dentistry; founding dean of the Western University Health

Sciences College of Dental Medicine in Pomona, California; and founding dean of the University of New England College of Dental Medicine. In June 2013, he was appointed interim provost of UNE and in September was appointed provost and senior vice president of the University.

He is a fellow of the American College of Dentists and the International College of Dentists and a member of Omicron Kappa Upsilon Honorary Dental Society. Dr. Koelbl has served in numerous roles in organized dentistry, including as a member of the Committee on Specialty Recognition of the American Dental Association and as president-elect of the West Virginia Dental Association.

Dr. Koelbl served for eight years as a consultant to the Commission on Dental Accreditation, chairing comprehensive dental school accreditation site visits throughout the country. In 2005, he was appointed to a four-year term as a member of the Commission on Dental Accreditation, served as vice-chair in 2007–2008 and as chair in 2008–2009. Dr. Koelbl also chaired the CODA Task Force charged with reviewing and implementing recommendations made by the 2008 American Dental Association House of Delegates and served as a member of both the ADA-CODA Joint Committee on International Accreditation and the Task Force to develop accreditation standards for mid-level dental provider programs.

In 2005, Dr. Koelbl was appointed as a founding member of the American Dental Education Association (ADEA)/American Association of Dental Research (AADR) National Oral Health Advocacy Committee (NOHAC). In 2007, he was elected to a two-year term as chair of NOHAC, which was reorganized back into the American Dental Education Association Legislative Advisory Committee (LAC). He continued to serve as the chairman of LAC until 2010. In that role, Dr. Koelbl helped develop the ADEA Principles of Health Care Reform, a document that was approved

by the ADEA House of Delegates, and which continues to guide ADEA's legislative efforts in the area of health care legislation. In 2010, Dr. Koelbl was asked to serve as chairman of the American Dental Education Association Task Force to develop Guiding Principles for the Education of New Oral Health Professionals.

COLLEGE OF ARTS AND SCIENCES



JEANNE HEY, Ph.D.
Dean, College of Arts and Sciences
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Located on the scenic banks where the Saco River flows into the Atlantic Ocean in Biddeford, the UNE College of Arts and Sciences offers a broad spectrum of programs in the sciences, mathematics, humanities, social sciences, business, education and fine arts.

The college prides itself on high-quality teaching in classes that provide opportunities for frequent, personal student-faculty interactions and endeavors and that produce graduates who are intellectually engaged, globally aware, creative, and civically and environmentally responsible.

The college has expanded its offerings in the marine sciences in recent years, while also adding interdisciplinary programs in neuroscience, animal behavior, environmental science, women's and gender studies and Latin American studies.

Students have opportunities to study abroad at UNE's beautiful campus in Tangier, Morocco, or Seville, Spain, and also take faculty-led travel courses that begin in the classroom and culminate in excursions overseas.

In recent years, faculty publication and extramurally-supported research have increased dramatically in the College of Arts and Sciences, as has undergraduate research.

COLLEGE OF DENTAL MEDICINE



JON S. RYDER, D.D.S., M.S.
Dean, College of Dental Medicine
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Upon welcoming its inaugural class of 64 students in 2013, the College of Dental Medicine became the first dental college in Northern New England. Shortly thereafter, it opened its state-of-the-art Oral Health Center on UNE's Portland Campus. In filling an educational need for Maine and New England, the college is proud to serve students from Maine and its surrounding states as well as students from across the country.

The program offers a blend of time-tested methods and new innovations in dental medicine education, treating students as members of the profession from the moment they arrive on

campus. Students make real impacts in the lives of patients in both urban and rural settings providing them with dental care.

The extensive practical experience built into the program allows students to treat simulated patients in their first year and then to provide direct patient care in the Oral Health Center in their second and third years, before pursuing clinical experiences in communities throughout Northern New England and beyond in their fourth year.

The college served more than 3,500 patients with 11,000 appointments in its first year of providing clinical services. Its first class graduates in May 2017.

COLLEGE OF GRADUATE AND PROFESSIONAL STUDIES



MARTHA K. WILSON, Ph.D.
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In 2014, UNE launched the fully online College of Graduate and Professional Studies to house its existing online programs from its other colleges and create new online programs within UNE’s areas of expertise. Through the college, students from every U.S. state

and countries around the world engage in programs that reflect UNE’s core strength in the health care fields.

The college offers graduate programs in applied nutrition, education, health informatics, medical education leadership, public health and social work as well as science prerequisites for UNE’s health professions courses. By the end of the 2016-2017 academic year, the college will be UNE’s largest, bolstered by its 94 percent retention rate.

While the students enrolled in the college are scattered around the world, they enjoy a strong network of support, benefiting from the online resources of UNE’s library, making use of online tutoring services through UNE’s Student Academic Success Center and enjoying relationships with designated student support specialists who coach and advocate for them throughout their studies with UNE.

Each course offered by the college involves collaboration between a UNE faculty member and an instructional designer, who possesses expertise in teaching and learning in online spaces. The courses are asynchronous, allowing students the flexibility to move at their own pace within given timeframes.

COLLEGE OF OSTEOPATHIC MEDICINE



JANE E. CARREIRO, D.O.
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Since its founding on the Biddeford Campus in 1978, the College of Osteopathic Medicine has made an extraordinary impact on health care in Maine, New England and the United States. Its graduates have distinguished themselves as residents in some of the finest and most competitive residency training programs in the country.

The college features state-of-the-art facilities and employs an innovative Patient First Curriculum. Teaching and learning are at the forefront of the student experience and are facilitated by outstanding on-campus clinical learning laboratories for clinical skills, anatomy and osteopathic manipulative medicine.

The UNE College of Osteopathic Medicine has graduated more than 3,000 osteopathic physicians through the years, making UNE the leading provider of physicians for the state of Maine. The college has also been recognized by *U.S. News & World Report* for its national leadership in primary care training, geriatrics and rural medicine. Not only have 15 percent of the primary care physicians

in Maine graduated from UNE’s program, but 36 percent of those graduates are practicing in traditionally underserved rural areas of the state.

In recent years, the College of Osteopathic Medicine has expanded, increasing its class sizes from 110 in 2006 to 175 today.

COLLEGE OF PHARMACY



GAYLE A. BRAZEAU, Ph.D.
Dean, College of Pharmacy
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Since welcoming its inaugural class of students to the Portland Campus in 2009, the UNE College of Pharmacy has pursued outstanding education, scholarship and service contributions in the pharmacy field. In preparing the next generation of Maine pharmacists, it has served an important need; prior to its opening, Maine’s shortage of pharmacists had been well-documented.

The college is dedicated to educating pharmacists who will thrive in interprofessional team-based patient care environments and who are committed to serving their communities. Its faculty provide outstanding clinical service and advance research in the pharmaceutical, biomedical, clinical and administrative sciences.

The college attracts a culturally diverse study body that hails from across the United States and around the world. Maine students are well represented too, comprising 27 percent of the student body.

Pharmacy students enjoy the unique opportunity to participate in the college’s cultural exchange program with the University of Granada in Spain. By sending UNE pharmacy students to Granada and bringing University of Granada pharmacy students to UNE’s Portland Campus, the program introduces students to the differences between European and U.S. health care policies and raises their awareness of the impact of culture on health care decisions and policy making.

WESTBROOK COLLEGE OF HEALTH PROFESSIONS



ELIZABETH FRANCIS-CONNOLLY, Ph.D., OTR, FAOTA
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The Westbrook College of Health Professions specializes in a broad range of health professions, including applied exercise science; athletic training; dental hygiene; health; wellness and occupational studies; nursing; nurse anesthesia; nutrition; occupational therapy; physical therapy; physician assistant; public health; and social work. Based in Portland, where UNE’s campus is just minutes from Maine’s

leading hospitals and clinics, the college provides rich opportunities for students to carry their classroom knowledge into the field.

The college’s emphasis on interprofessional education ensures that students from various disciplines work side-by-side to treat patients, participate in clinical simulations, and conduct research. They gain mastery of their own field, while also learning to work effectively with other members of the health care team.

The Clinical Simulation Program is another hallmark of a Westbrook College of Health Professions education. It enables students to apply their classroom knowledge to realistic clinical situations under the guidance of instructors. Rather than merely reading and talking about difficult or unusual cases, students experience them, treating high-fidelity patient simulators and patient actors. Afterwards, they watch digital recordings of the simulations, discuss them with faculty and peers and evaluate their responses to the challenges they faced.

The Service Learning Program brings UNE students, faculty and staff into a variety of community settings — including homeless shelters, jails and detoxification centers — where they provide services to traditionally underserved populations. Cross Cultural Health Immersions to Ghana bring students and faculty from across the college’s programs to Africa, where they provide care to patients while participating in cross-cultural exchange.

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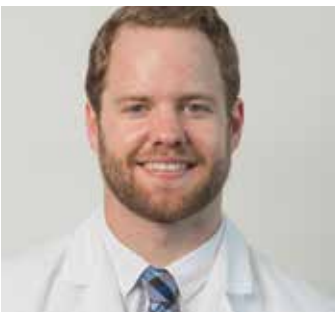
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“Steer for the deep waters only.”

— *Walt Whitman*



UNIVERSITY OF
NEW ENGLAND

INNOVATION FOR A HEALTHIER PLANET