

Meeting the Expectations of the New President

Glenn A. Cummings

Dear Chairman Erwin and Members of the USM Presidential Search Committee,

Please accept this letter and accompanying materials as evidence of my interest in the position of President of the University of Southern Maine. Attached please find my CV and references. Below also find a description of the alignment of my skills and experience with the expectations, as cited by the search committee, of the next president.

Plainly said, I seek this position from a deep-seated and well-informed belief in the power, importance and enormous potential of the University of Southern Maine. Despite significant recent struggles, both monetary and programmatic, the university possesses all the assets necessary for a significant turnaround. My vision includes reshaping the University of Southern Maine into one of the most vibrant metropolitan universities in the country. I believe this is a vision that faculty, staff, students and community members share already as stakeholders. With the right leadership, that vision is attainable.

I hope to demonstrate to you and the search committee that I am that leader. I offer a unique balance of experiences, skills, leadership qualities and achievements for this crucial time in the University's history. As a Maine native myself, I have deep roots in, and a personal connection with, the community, but I would also bring to this position a depth of state-wide, national and international leadership experience.

My strengths include:

- + Extensive and personal familiarity with the educational, legislative, and community "landscape" of Maine as a homegrown leader.
- + Experience serving statewide, nationally, and internationally in government and education positions in a leadership role.
- + Reputation for exceptional relationship-building skills, with a long track-record of executive achievement and organizational transformation.
- + Vision and creativity to execute organizational "renaissances" while maintaining a common sense, practical approach to management and goal achievement.

- + Experience as a university faculty member, with a deep respect for teaching, service and scholarship and the ability to build strong relationships with faculty groups.
- + Leadership experience to balance faculty priorities with the complexities of the economic and political realities public institutions work within.
- + Knowledge of the internal operations and organizational structures of both the University of Maine System and the Maine Community College System.
- + Exceptional and effective network of contacts, connections and past partnerships to immediately begin the next chapter of the University's history as a flagship metropolitan university.
- + Demonstrated experience managing limited budgets while investing in expansion.
- + Ability to help "heal" a fractured organization, while developing and executing a decisive plan of action with "buy-in" from other agents of change on campus.
- + Skills to advocate strongly and effectively for the University in a variety of settings, including philanthropic, political and economic contexts.
- + Ability to attract talented individuals and build a powerful and effective team for organizational change.

Below please find my description of the alignment of USM's 'Expectations of the New President' with my professional experience and leadership attributes as stated above. Each section provides an overview of the qualities, relationships and skills required to achieve the objective. More details of each section can be offered.

Build enrollment from within Maine, outside the state and internationally to create a more diverse learning environment and to enable more people to take advantage of USM's programs, faculty and facilities

Several interrelated professional experiences and personal qualities place me in a unique position to strongly enhance USM enrollment at the state, national and international level. My 30 year career of educational leadership in the state, and beyond, includes extensive background in Maine K-12 education, the Maine Community College System (MCCS) and the University of Maine System. As former director of USM's Southern Maine Partnership, my longstanding relationships with dozens of K-12 Superintendents and high schools principals across the state cultivate and provide exceptional opportunities to boost awareness of USM's assets and build enrollment. In fact, my own K-12 and

university leadership experiences have given me the opportunity to lead the development of state-recognized dual-enrollment, Bridge-Year and college readiness programs.

My past experience working with (and for) the MCCS allows me a deep understanding of how to maximize student transitions to four-year programs – namely, USM’s programs - from our community colleges. This is enhanced by my long-standing working partnership with virtually every member of the Southern Maine Community College and Maine Community College System senior leadership team.

In addition, through my service as Deputy Assistant Secretary, I have built international educational connections in the Middle East, North Africa and Europe. My term of service under Secretary Duncan offered a wealth of experience in the international sphere and a strong springboard for strengthening USM initiatives abroad. Finally, as a present university president, I have directly led the creation of a Strategic Enrollment Plan tailored to enhance both traditional and non-traditional as well as in-state and out-of-state students as part of our overall portfolio. The plan includes sophisticated, cutting edge use of social media, detailed analytics of student data, maximizing use of financial aid and enhancing the effectiveness of support systems during the admissions process and beyond.

Concentrate on implementing student success strategies that lead to increased retention and graduation rates

As president of the University of Maine at Augusta, I have initiated, with help of the senior leadership team, several immediate strategies to strengthen retention and ensure greater completion rates. Based on national research, this initiative includes consistent advisor-advisee contact, restructuring to create more cohort groups during general education studies, improved remedial and developmental instruction, 'success coaches' for on-line instruction, shorter teaching modules to create multiple re-entry points and improved relevance through enhanced internships, co-ops and practicums. More generally, the three R's of Relationships, Relevance and Rigor comprise my overarching philosophy of education and they possess enormous significance for improved student success. At the Maine Academy of Natural Sciences, for example, we converted an approximately 50 percent completion rate (from sending schools) to over 90 percent completion (graduation) rate. Building strong relationships, and initiating a highly relevant yet engaging (rigorous) curriculum led to a major shift in student outcomes. At USM, student surveys appear to underscore the absence of sustained relationships and clear relevance for existing and future students. Certainly, the approach to increasing retention and completion rates will require alignment with the unique landscape and assets of USM. The strategies outlined above would help to inform the approach and immediately aid in 'moving the needle' on retention and success.

Develop, articulate and build commitment to a compelling vision of USM as the state's Metropolitan University

Building a focused, inspirational and effective vision for an organization explains, perhaps better than any other attribute or skill, my ability to lead significant organizational turn-arounds during difficult periods. Success begins with highly focused, 'aspirational' vision and goals from which leaders 'plan backwards' to manifestation. My organizational vision allows me, as leader, the necessary discipline to identify key personnel strengths, needs, and redundancies; as well as, attracting and developing new long-term funders, fostering existing partnerships, and monitoring organizational success.

Specific components of the framework for a new USM vision will emerge through the work of defining the needs of USM as a modern Metropolitan University. Having the honor to serve on the MU steering committee last summer, I possess a strong working knowledge of the direction that the committee envisions for USM. Through my own research and work I am familiar with a significant number of other MU models. My doctoral work analyzed university leadership in the area of environmental sustainability at two leading state universities, the University of New Hampshire and Arizona State University.

From the beginning of my career, I held the belief that excellent education means being deeply interconnected with the community - and remains so today. Educated under Ted Sizer at Brown University, the concepts of Expeditionary Learning and 'authentic curriculum' were tightly integrated into both my teaching and leadership approach. By the early 1990s, several teaching colleagues and I had received national recognition for our community-wide Public Policy Exhibition. This extended into my work in higher education both as a professor and leader. While a precise definition of the contours of a MU at USM remains embryonic, the key to successful implementation of the MU model requires a superb understanding of the distinct Maine landscape and the potential partners to foster growth. My deep commitment to, and experience with, this work in Maine allows me to immediately and successfully link USM to the needs and aspirations of the community.

Collaborate fully with the Chancellor, System staff and colleague presidents in transforming operations of the University System to a more efficient and effective enterprise and to better utilize USM's many assets

Throughout the 2014-2015 academic year, my responsibilities as president require working collaboratively and closely with the UMS chancellor, board of trustees and 6 other university presidents. Our immediate task centers upon financial stabilization of the system through efficient alignment of resources at all levels of the organization. Applying the LEAN model to human resources, information technology and fiscal management we set in motion the action plan for greater cost-savings and accountability. Our implementation of this plan at UMA, while not fully complete, can be de-

scribed as effective and well executed. Beyond this alignment, my role within the President Council is to contribute to this high-functioning team and incorporate ideas and action to forward the direction (and redirection) of University of Maine System. Specifically, our first-in-the-system partnership between UMA and UMFK for a four-year nursing program illustrates how universities can work together for mutual benefit. The partnership has proven successful on both programmatic and fiscal grounds. Another 'first' in the system's movement toward fiscal efficiencies involves UMA's pioneering efforts, now underway, to create a residence hall on campus through a unique private- public partnership. If successful, the model has significant implications for reducing university liability and financial exposure in the area of student housing.

Display highly visible leadership across the region, making the case with students, parents, employers, early and mid-career professionals and others for the value and potential of this public, metropolitan institution

As a public official and public servant at some of the highest levels of Maine and national government, visibility and advocacy come as a significant strength. Through my diverse roles in service to state-wide organizations, I have become well known in government, education, and business sectors. My ability to strongly and effectively articulate and advocate the 'case for USM' has substantive value for the school's future. My deep connections with Maine businesses, philanthropists, political leaders, educators at all levels, and community leaders stand as a hallmark of my leadership. The ability to champion USM's potential and optimize its assets through strong personal networks positions me to serve USMs need for immediate implementation of the MU vision. And, true to that vision, a likelihood in increased enrollment and greatly improved philanthropic contributions.

Engage actively with all members of the University community and their representative organizations in addressing problems and advancing USM

My management experience includes working with collective bargaining associations within the Maine university system, the federal bureaucracy and state government. Responsible for co-negotiating collective bargaining contracts with state legislative government employees while Speaker of the Maine House, for example, we created win-win strategies to be good fiscal stewards while rewarding performance. As university president, I meet regularly with the faculty senate and other representative groups to align mutual (and sometimes diverse) goals and solve immediate or long-term challenges. My experience has granted insight into when and what issues should be stressed and how much. More importantly, this knowledge base allows me to develop agreements that promote the interests of the university while maintaining collaboration processes with our most important resources, our people.

Partner with community colleges, other educational providers, as well as regional and state organizations to create educational, research and service opportunities for the University

An extensive network of connections with Maine's community colleges and K-12 institutions and other state university branches offers an exceptional advantage to USM. These connections, developed over a 30-year career in Maine education and public office, foster opportunities for effectively and immediately developing USM's vision toward a truly 'metropolitan university'. It also portends strongly positive enrollment trends and philanthropic objectives. Specific examples of these partnerships include building, with the aid of Maine businesses and foundations, the first college-based entrepreneurial center in northern New England, Maine's first charter school and passage of numerous legislative acts. Strong personal relations exist with leading figures in key organizations such as NEASC, the Maine Department of Education, The College Transition network (adult education), Jobs for the Future, Women Work and Community, Jobs for Maine Graduates, Educate Maine and numerous educational foundations both nationally and within Maine.

Reinvigorate the fundraising and development functions of the University in partnership with the USM Foundation to increase external resources

Exceptional fundraising stands as a hallmark of my professional background. Having raised over 12 million dollars in the past 4 years for the creation of the Maine Academy of Natural Sciences, it becomes clear that a powerful and compelling vision, well-articulated, can accomplish charitable goals beyond expectations. Building successful long-term partnerships in philanthropy comes from my deep faith in the desire of Maine businesses, foundations, alumni and philanthropists to support visions that (1) forward Maine people's ability to grow their personal assets and the state's prosperity (2) are proven to produce results (3) are led by individuals they know and trust (4) align with their own history and narrative and (5) are presented in ways that are practical but inspirational. Time and again, this formula has produced results beyond reasonable estimates of resource support. My fundraising portfolio includes record-setting political fundraising achievements, two successful capital campaigns, multiple programmatic grants, estate planning and annual fund drives and appeals.

Manage the University's fiscal resources strategically and with prudence to be able to make investments in high priority programs and initiatives

My budget creation and execution portfolio comprises a wide variety of experience. As Deputy Secretary, for example, I helped formulate and manage a \$1.9 billion budget within the US Department of Education's Office of Career Technical and Adult Education. In state government, the Speaker of the House co-authors the \$5.5 billion biannual budget as well as supervises the House and Senate legislative budget of approximately \$40 million. Today I manage a \$45 million university budget.

Perhaps most reflective of my fiscal management, however, was redeveloping a budget for the near-bankrupt Good Will-Hinckley organization. Exceptional care had to be executed to spend in accordance with a highly disciplined budget plan. From an organizational turn-around perspective, no monitoring tool can replace finances as a barometer. This was certainly true at GWH. Within four years, all debt was eliminated, operating revenues exceeded expenditures and capital improvements began. In my professional experience, fiscal management becomes the baseline measurement from which every leader is judged. With a background in economics, I approach budgets from the perspective of using scarce resources to maximize assets and revenue. In other words, revenue growth emerges from judicious investments and focused expenditures based on the organization's priorities and goals. A sound and disciplined budget directly links to this vision. My record of budget success indicates an ability to strongly manage budgets in accordance with these priorities.

Forge constructive relationships with civic and political leaders at all levels

As a former Maine elected public official, I am blessed to possess lasting and constructive relationships with civic and political leaders across the continuum of viewpoints and at multiple levels of government. These relationships include the mayor and city council of Portland, the Greater Portland state legislative delegation, the Governor and every member of the US legislative delegation to Washington. These connections exist now and can immediately serve USM without an extended 'ramp-up' period. In addition to Maine's civic landscape, my position in Washington allowed me contact with highly influential players at the national level. Working as part of Secretary Duncan's senior leadership team provided access to undersecretaries, agency directors, foundation presidents, project directors, grant overseers, international aid managers, higher education association representatives, national education journalists, state department officials and White House budget directors and advisors. I remain in contact with many of them, allowing me to activate these relationships for USM in areas of research grants, programmatic support, resource acquisition, best-practice educational methods, national and international enrollment expansion and general advocacy.

I hope this description of the alignment of my leadership profile and USM's expectations of the next president prove useful to you in your deliberations.

Best wishes and thank you for this opportunity to step forward.

Sincerely,

Glenn A. Cummings

GLENN A. CUMMINGS, ED.D

CURRICULUM VITAE

EDUCATION

ED.D, UNIVERSITY OF PENNSYLVANIA Graduate School of Education

Doctorate in Higher Education Management, 2010

Dissertation: "Turning Green from the Inside Out: Four Case Studies of Colleges and Universities Who Made 'Green' Happen." Course work included: Leadership and Strategic Planning in Higher Education, Enrollment Management, Small College Management Module, Preventative Law in Higher Education, Public Policy in Higher Education, Trustee and Board Relations and Organizational Change in Higher Education

MPA, HARVARD UNIVERSITY John F. Kennedy School of Government

Masters of Public Administration, 1996

Specialization: economic development, educational policy, organizational change and strategic management of the public sector. Course work includes: Information Technology Planning, Financial Management, Corporate Finance (audit), Strategic Planning for Private and Nonprofit Organizations and Business/Government Analysis

MAT, BROWN UNIVERSITY Graduate School of Education

Master of Arts in Teaching, 1984

Specialization: educational methodology with focus in History and Social Science

BA, OHIO WESLEYAN UNIVERSITY

Bachelor of Arts, Summa Cum Laude, 1983

Specialization: American History and Political Science

THE UNIVERSITY OF MAINE AT AUGUSTA Augusta, Maine, *September 2014-present*
President, 2014-2015 appointment

Appointed by Chancellor James Page and the University of Maine System Board of Trustees for a one-year contract to lead UMA. Position includes ultimate responsibility for enrollment management, academic quality, retention improvements and community partnerships.

Specific goals and achievements include:

- Execution of favorable NEASC accreditation review by Spring 2015
- Successful transition of the capital campaign from private to public
- Creation of Comprehensive Enrollment Strategy review and redirection
- Development of 5-Year Strategic Plan to include retention, recruitment and enhanced program offerings based on market needs
- Maintain fiscal discipline while investing in selected areas of revenue growth
- Represent UMA in multiple areas of the region's economic, social and political spheres, creating strong and effective community bonds with key regional-metropolitan partners
- Promote and work in partnership with the Chancellor and the University of Maine System leaders to enhance the effectiveness of the system comprehensively

UNIVERSITY OF SOUTHERN MAINE Portland, Maine, *1997-2014*

Director, Southern Maine Partnership 2012-2014

Appointed to lead regional educational reform effort through the University of Southern Maine

Assistant Professor of Educational Leadership 2012-2014

Position includes professorship, research responsibilities and teaching at both the doctoral and masters courses

Adjunct Professor of Economics, Department of Economics 1997-2013

Taught both Micro and Macro Economics.

G.W. HINCKLEY FOUNDATION / MAINE ACADEMY OF NATURAL SCIENCES

Fairfield, Maine, *2010-2014* **President and Executive Director**

Appointed President and Executive Director to transform the vision, program and operations of a 121-year-old Maine educational institution, now specializing in sustainability, natural sciences and agriculture

- Responsible for all long-term strategy, financial stability and operations
- Managed \$13 MM endowment
- Oversaw key real estate sales to reduce operating costs and construct key program partners
- Returned endowment to historic levels and eliminated all standing debt
- Successfully brought the Maine Community College to campus and constructed MOU for long-term partnership with the local community college system
- Secured on-going state revenue for a state-wide agricultural and natural sciences -based magnet school
- Developed, launched, and led the first charter school in Maine history
- Raised over \$12.5 MM in private funds to complete educational mission, including \$6.5 MM for the creation a new net-zero carbon-emissions high school

U.S. DEPARTMENT OF EDUCATION Washington, D.C., 2009-2010
Deputy Assistant Secretary

Appointed by President Barak Obama to serve at the direction of U.S. Secretary of Education Arne Duncan.

- Responsible for leadership in policy development for post-secondary education “access and completion” priorities and the management and supervision of \$1.9 B. in federal allocation for Perkins IV funding and Adult Education to all fifty states and U.S. territories.
- Participated in the formation of the White House’s American Graduation Initiative, the largest (intended) investment in higher education since the GI bill
- Led US Delegation to Amman, Jordan for a symposium with 13 Arab countries on US higher education
- Chosen to Chair the U.S. Department of Education’s Green/Sustainability Initiative
- Representative of the U.S. Department of Education for the White House Initiatives on Regional Innovation Clusters and Recovery through Retrofit

PUBLIC SERVICE / EARLY CAREER

MAINE HOUSE OF REPRESENTATIVES, Augusta, Maine 2002-2008

Speaker of the House, Maine House of Representatives, 2006-2008

Unanimously elected to serve as the chief presiding officer of the Maine House of Representatives, responsible for the political and administrative management of the institution. Provided leadership for the passage of a bi-partisan biennial budget; brokered agreement on the largest economic investment bond package in the state’s history; and led a bi-partisan effort to increase higher education appropriations

Chief House negotiator and co-architect of \$6.4 B. FY07-09 state budget

Oversight, management of the Legislature’s 151 lawmakers, 217 partisan and non-partisan staff,
18 Joint Standing Committees

Direct management and oversight of the Legislature’s comprehensive budget

Majority Leader, Maine House of Representatives, 2004-2006

Charged with providing a dynamic voice, a compelling vision, and effective leadership for the Democratic Caucus, including the creation and implementation of the legislative agenda and the recruitment of 151 candidates. Expanded the caucus from a one-vote margin to a 30-vote lead in two years.

House Chair, Committee on Education and Cultural Affairs, 2002-2004

Led in the crafting of some of the state’s most complicated and far reaching educational reforms, including the restructuring of K-12 school funding, the crafting of the Essential Services and Programs model of funding, and the creation of the Community College System. Strong advocate for Arts in Education

SOUTHERN MAINE COMMUNITY COLLEGE, South Portland, Maine, *2002-2009*

Dean of Advancement, Southern Maine Community College, 2005-2009

Responsible for the creation, guidance and execution of the college's fundraising campaign and their initial investment at the Brunswick Naval Air Station. Engaged in crafting and articulating a compelling vision and an economic case for investment in Maine's largest and fastest growing community college

Founder/Director, Entrepreneurial Center, 2002-2004

Designed and implemented an innovative program creating the first entrepreneurial center and small business incubator program in Northern New England

Professor, Business Department, 2002-2009

Business, entrepreneurship and economics professor

PORTLAND PARTNERSHIP, Portland, Maine, *1997-2002*

Executive Director

Organizational mission is to build strategic partnerships between businesses and high school students. Led 22-member team and reported to 15-member Board of Directors; doubled business partnerships, raised \$1.1 MM in grants and in-kind donations and brought volunteer hours to the highest of any school district in Northern New England.

GORHAM HIGH SCHOOL, Gorham, Maine, *1984-1997*

Teacher, American History and Debate

Department Head History/Social Sciences, 1985-1992

Developer, ATLAS, 3-Year Comprehensive School Reform Project in Collaboration with Harvard, Brown and Yale Universities, 1992-1995

FUND RAISING ACCOMPLISHMENTS

Grants/Campaigns:

\$12.5 MM for launch of Maine Academy of Natural Sciences, Maine's first Charter School

Co-Raised \$1.1MM, Maine record for Presidential primary fund-raising as Co-Chair of the Obama 2008 campaign

\$1.2 MM for The Portland Partnership, *1997-2002*

Co-Raised \$1 MM in contributions during legislative leadership, *2003-2007*

Co-Raised \$460,000 for the House Campaign Committee, *2004, 2006*

\$81,000 for the Cummings Political Action Committee, *2005-2006*

\$324,000 in 6 months, founding the Entrepreneurial Center at SMCC, *2003*

PUBLIC POLICY ACHIEVEMENTS

Created the Maine Legislature's Prosperity Joint Select Committee charged with creating a multi-sector plan for economic development, *2007*

Leadership in Legislative Sponsorships:

During leadership cut the state structural budget gap in half and built the state's "rainy day" fund from \$0 to over \$100MM

Homeowner Protection Act, 2007, one of the nation's toughest and leading anti-predatory lending laws

College Access Act, 2007, first in the nation law to require college applications be part of high school curriculum

Regional Greenhouse Gas Initiative, 2007, Chief negotiator, 10-state initiative, creating the nation's first carbon cap and trade market

2007, creating PhD Arts program and ISDVA (Inst. For Doctoral Studies in the Visual Arts)

2006, increasing minimum teacher salaries

2006, lead Caucus to increase in the state minimum wage

Low Income Heating and Energy Assistance, 2005, \$2 MM in emergency funds and an additional \$50,000 in private contributions

2004, first in the nation law giving 17-year-olds a vote in primaries

Act to Establish the Community College System, 2003

Childhood Lead Screening Act, 2003, landmark legislation requiring lead poisoning screenings for all Maine children

2003, passing the state's comprehensive overhaul of K-12 funding

COMMUNITY SERVICE

Board of Directors, CEI (Coastal Enterprises, Inc.), Wiscasset, Maine, *2011 - present*

Board of Directors, IDSVA, Institute of a Doctoral Studies for the Visual Arts, *2010-present*

Maine House of Representatives, four terms of service, representing Portland, *2000-2008*

Advisory Board, Margaret Chase Smith Policy Center, *2006-2008*

Board of Directors, Maine Compact for Higher Education, *2002-2008*

Trustee, Bread for the Journey Foundation, *2005-2007*

Board of Directors, Long Creek Youth Development Center, *2002-2004*

Trustee, Breakwater School, *2001-2003*

PUBLICATIONS & PUBLIC APPEARANCES

Official National Delegate, Domestically and Internationally, on behalf of Secretary Duncan and the US Department of Education with substantial public speaking responsibility, including press and media events

Official State Delegate and frequent public speaker in capacity as Speaker of the Maine House

Co-author of the nationally recognized Public Policy Exhibition, 1990

Speaker for national and regional forums on public policy and education issues, Ongoing

Appearances in state and national television, radio and print media on broad range of policy and public interest issues, Ongoing

Print Coverage in Business Week, the New York Times, US News and World Report, and The Chronicle of Higher Education, See publication and appearances portfolio

AWARDS AND RECOGNITION

Legislator of the Year, Maine Bankers Association, *2007*

Distinguished Service Award, Maine Credit Union League, *2007*

Community College Advocate of the Year Award, *2007*

Maine Medical Association Legislator of the Year, *2002*

The first Clean Elections Candidate in the country, *2000*

Scott Black Fellow, JFK School of Government, Harvard University, *1996*

Full tuition scholarship to Brown University Graduate School of Education, *1983*

Hasting S. Eells Award for Most Distinguished Student of History, Ohio Wesleyan University, *1983*

Newberry Fellowship for the study of politics and literature, Chicago, IL, *1982*

PERSONAL

Born and raised in Bath, Maine: 12th-generation native Maine resident and the first individual in family history to obtain a 4-year college degree; grandmother graduated from the Gorham Normal School (now USM) in 1927

Married: Leslie Appelbaum; Two children: Kiernan (18), Skyler (15)

Avid runner, cyclist, and reader