

This is the university 'we' are shaping . . .



USM president Martha Saunders, after informing a tenured associate professor that he/she is being terminated as a result of budget cuts.



USM president Martha Saunders, after being informed by the terminated tenured associate professor that he/she is appealing Saunders' decision.



USM president Martha Saunders, after informing the terminated tenured associate professor that the appeal is being denied.

. . . Thanks for coming.