

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
June 21, 2016

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair; James Erwin (at USM), Michelle Hood (by phone), Jason Coombs (at UMA), John Craig, Bonnie Newsom (by phone), and Karl Turner (at USM). **Chancellor:** James Page. **Presidents:** Stuart Swain (at UMM) John Short (at UMFK) and Glenn Cummings (at USM). **Faculty Representatives:** Ray Albert, Patti Miles (at UMA), Uriah Anderson (at UMM), and Lisa Leduc (at UMPI). **Student Representatives:** Kimberley Miner and Rebekah Powell. **System Staff:** Tracy Bigney, Megan Clough, Ryan Low (at UMA), Dick Thompson (at UMA), Donna Seppy (at UMA), Rosa Redonnett, Mark Schmeltz, Wilson Hess, Vendean Vafiades (by phone), and Rebecca Wyke. **Others Present:** John Murphthy (at UMFK), Jeff Hecker, Jeannine Uzzi (at USM), Scott Voisine, Gregory Fahy, Joe McGinn (at UMF), Ray Rice, Kay Kemble (at UMM), Christy Alley (at UMM), Laura Rodas (at UMA) Betsy Stivers (at UMA) and Jacqueline Hymes.

Committee Members Absent: Samuel Collins.

Trustee Johnson, Chair of the Academic & Student Affairs Committee, called the meeting to order.

Early College/Dual Enrollment: Overview and Discussion. Ms. Rosa Redonnett, Chief Student Affairs Officer, provided an overview of the various programs offered by our campuses, explored the benefits, challenges and opportunities presented by them, provided information specific to the enrollment and financial considerations related to them, and laid out next steps for the further development and growth of these programs.

At this time, the campuses of the University of Maine System offer a range of opportunities for high school students to take college level, credit bearing courses through our institutions. These opportunities fall into the following categories:

- Early Study/Aspirations (including Academ-E)
- Bridge Year Programs
- Dual/Concurrent Enrollment Programs

As a part of this presentation, Scott Voisine, Dean of Community Education at UMFK, Dr. Gregory Fahy, Dean of the College of Arts and Sciences at UMA, and Dr. Raymond Rice, Vice President for Academic and Student Affairs and Provost at UMPI will led a panel discussion which presented a picture of how these programs are overseen and managed on our campuses.

Recommendations

In the spirit of one university, the Academic and Student Affairs Committee of the Board supports and endorses the following recommendations:

1. That a Systemwide portal (website) be developed to display the range of early college and dual enrollment opportunities offered by our campuses;
2. That early college/dual enrollment data be included within the official enrollment reports and budget planning documents as a separate category;

3. That the Vice Chancellor for Academic Affairs working with the Chief Academic Officers and the Enrollment Management Council as appropriate bring forward recommendations regarding:
 - a. Standard nomenclature by which early college/dual enrollment experiences are known and standard coding to identify the different categories; and
 - b. Adherence to best practices as outlined with the NACEP standards for the category of coursework known as dual/concurrent enrollment;
4. That the Chief Financial Officer and the Chief Student Affairs Officer, working in collaboration with appropriate groups, bring forward a recommendation on a standardized tuition rate structure for the category of coursework known as dual/concurrent enrollment. This recommendation will be folded into the next stage of recommendations emanating from the unified budget.

On a motion by Trustee Hood, which was seconded by Trustee Newsom, the Academic and Student Affairs Committee agreed to forward the following resolution to the Board of Trustees at its meeting on July 18, 2016:

That the Board of Trustees authorizes the recommendations, as presented.

Program Integration: Update of Rounds 1 and 2. Dr. Jeffrey Hecker, Executive Vice President for Academic Affairs and Provost, University of Maine, provided an update on the outcomes, current status of Rounds 1 and 2, and next steps.

A component of our Academic Transformation work, the Program Integration Process will achieve the program integration goal of Strategic Integration Target #4 of the Board of Trustee's Strategic Outcomes. The Chief Academic Officers (CAOs) provide leadership for Program Integration. The process focuses on the work of discipline-based Program Integration Teams of faculty and other representatives to develop recommendations that will improve quality, access, and financial sustainability. A representative Oversight Committee (OC) ensures progress, transparency, and communication. The teams' recommendations will go to the CAOs for review and to the Chancellor for final approval.

The first set of teams reported on May 31, 2015. The disciplines represented were Business, Criminal Justice/Criminology, Education, Engineering, History, Modern Languages, Marine Sciences, Nursing, and Recreation and Tourism. Each discipline now has a sponsoring Chief Academic Officer who is overseeing implementation of team recommendations.

The second set of Teams launched on September 26, 2015 and included the disciplines of Mathematics, Physics, Chemistry, Biology, English, Psychology, and Social Work. Each has a sponsoring Chief Academic Officer. The Team reports were delivered to the CAOs in February 2016, and the CAOs have reviewed these and have produced a set of recommendations for next steps. Feedback is currently being sought from the University community related to these recommendations.

Unified Online. Dr. Rebecca Wyke, Vice Chancellor for Finance and Administration, and UMaine Provost Jeff Hecker, explained that the Chancellor and the Board of Trustees have identified the need for a strategic approach for online, distance, hybrid and other digitally enhanced teaching and learning modalities (hereafter "online") as a critical priority of the University of Maine System in order to meet learner and state needs. In recognition of this, the Presidents Council provisionally recommended **an institutional collaboration model** for System and campus online resources across the enterprise. An

institutional collaboration model recognizes our online resources as a unified System asset belonging to the collective (not an individual institution) that serves the priorities of the academic enterprise and will be managed to ensure: resources are effectively leveraged to benefit the entire enterprise; a prioritization process occurs to address the most urgent learner and state needs and to expand revenue; and a fair process to develop a portfolio of quality online academic courses and programs. In August of 2015, the Chancellor and the Presidents Council issued the **Unified Online Charter** to develop an implementation plan for an institutional collaboration model for Unified Online.

In November of 2015 the Board of Trustees gave conceptual approval to the **Unified Online Report** outlining an implementation plan for a Center of Excellence in Digitally Enhanced Teaching and Learning, including a set of recommendations for advancing this initiative, an organizational rendering of an institutional collaborative, and an implementation timeline and budget. The recommendations were accompanied by an extensive report that provided the background regarding previous efforts related to advancing excellence in digitally enhanced teaching and learning, as well as a conceptual overview of the optional models available and the case for the institutional collaboration model.

In November of 2015, the Board of Trustees also directed the Chief Academic Officers to seek further input from the faculties of the seven universities and provide recommendations to the Presidents Council on the implementation of academic oversight and a process for honoring campus-based shared governance of online programs. A report back with final recommendations from the Presidents Council was originally due to the Board of Trustees at its March 2016 meeting, but was extended to May 2016.

Following are the recommendations of the Chief Academic Officers, as endorsed by the Presidents Council, on the implementation of academic oversight and a process for honoring campus-based shared governance of online programs pursuant to the November 2015 Board of Trustees resolution:

1. That the existing campus policies and procedures, pursuant to the policies of the Board of Trustees, related to shared governance are adequate for all academic programs that emanate from a single campus.
2. That shared governance of academic programs that emanate from more than one campus will be as follows:

Academic Program Governance

- a. A steering committee will be established to include one faculty member from each participating campus. Faculty from each participating campus will make a recommendation for the steering committee appointment from their campus. Such recommendation shall be sent to their campus Provost / Vice President for Academic Affairs who will consider the recommendation and make the final decision for appointment.
- b. Appointment to the Steering committees will be for three-year terms with an unlimited number of consecutive terms possible. However, reappointment at the conclusion of a three year term will follow process outline in *a*.
- c. A chairperson will be elected from the steering committee membership, and that position may rotate among the campuses as deemed appropriate by the steering committee.
- d. Members of the steering committee will also serve as program coordinators on their respective campuses.

- e. The chairperson is responsible for convening the steering committee on a monthly basis and coordinating the schedule and delivery of program course requirements on a year-to-year basis.
- f. The chief academic and student affairs officers from chairperson's home campus will be responsible for representing and supporting the program, as needed, at the System level.
- g. Individual instructors will continue to function as faculty members of their respective campuses with regard to all aspects of BOT policy, campus policy, and relevant collective bargaining agreement (e.g., compensation, performance evaluation, etc.)
- h. Primary responsibility for faculty hires remains at the individual campus level. Search committees are encouraged to consider allowing a member or members of the program steering committee—from another campus—to participate in the search process in some manner and provide input and thoughts to the search committee for the search committee's consideration.
- i. Faculty members participating in the collaborative program will be reviewed for reappointment, promotion, tenure, post-tenure review, etc. by the peer committee of their home department. The peer committee is expected to consider the faculty member's work in the collaborative program in their evaluations and to solicit input from other participating campuses as appropriate.
- j. Academic programs that emanate from more than one campus will undergo program review following the normal review schedule and procedures. The UMS campus or campuses that award the degree will be responsible for conducting the program review. For those collaborative programs for which more than one university offers the degree (e.g., the current cybersecurity collaboration), it is expected that the participating universities will coordinate scheduling of the review.

Curriculum

- a. Proposals to alter the program curriculum, including significant revisions to individual course syllabi, may be initiated by any of the participating campuses or the program steering committee. When this occurs the proposed alteration will be considered by the program steering committee. If agreed upon, the change must then be vetted and approved through the appropriate faculty process at each participating campus, before implementation.
3. That a step-wise, graduated approach be followed for implementation of the larger set of recommendations included in the Unified Online Report, as follows:
- a. That the Vice Chancellor for Academic Affairs will play a central role and have the authority to shape the collaborative approach to online within the broad parameters outlined in the Unified Online Report;
 - b. That the Vice Chancellor for Academic Affairs will assure that the Portfolio Review, Program Integration, and Unified Online initiatives are integrated and that resources allocated to one initiative serve the others to the extent possible;
 - c. That the Vice Chancellor for Academic Affairs will work closely with the Chief Academic Officers, and pursuant to guidance from the Presidents Council, to coordinate the Portfolio Review, Program Integration, and Unified Online initiatives with the goal of filling key positions and launching specific initiatives by January 2017;
 - d. That the initial investment for FY2017 be reduced to \$550,000 and timed to coincide with implementation by January 2017, and that the Vice Chancellor have the authority to strategically allocate these funds to advance Unified Online; and

- e. That it is the responsibility of the Vice Chancellor of Academic Affairs working with the Chief Academic Officers to assure emerging issues with respect to academic oversight and shared governance are appropriately processed with campus faculty governance bodies.

On a motion by Trustee Newsom, which was seconded by Trustee Erwin, the Academic and Student Affairs Committee agreed to forward this item to the Board of Trustees for consideration at the July 18 meeting for approval of the following resolution:

That the Board of Trustees accepts the recommendations of the Chief Academic Officers, as endorsed by the Presidents Council, as described in the Agenda Item Summary on the implementation of academic oversight and a process for honoring campus-based shared governance of online programs; and further, that the Board of Trustees approves the institutional collaboration model outlined in the Unified Online Report as modified by these recommendations.

Title IX – Sexual Assault Policy: Update. Ms. Redonnett and Ms. Megan Clough, Director of Learning and Organizational Development, UMS HR, provided background on the progress made to date and informed the Committee of planning underway for further enhancement to the Title IX – Sexual Assault Policy.

Board Policy 402, Sex Discrimination, Sexual Harassment, Sexual Assault, Relationship Violence, Stalking and Retaliation, was approved at the May 2015 Board of Trustees meeting. At the same time, we updated the Student Conduct Code and several other related policies.

In the last year, much activity has occurred since the time of final approval, including launching the second year of our online training, the delivery of comprehensive training for all Title IX and Student Conduct staff as well as for Student Conduct Boards, the implementation of Top of Mind information series, and the purchase of a Systemwide case management system for our student conduct cases (and associated behavioral intervention tracking) and for our internal investigations specific to HR which is leading to a better alignment of practices across our campuses and to the potential for sharing cases as necessary.

Student Representatives Discussion.

Ms. Kimberley Miner, Graduate Student Representative from UMaine, asked about how student representatives could effectively engage with the faculty representatives and assist the faculty with current initiatives.

Executive Session

On a motion by Trustee Turner, which was seconded by Trustee Erwin, the Academic & Student Affairs Committee agreed to go into Executive Session under the provisions of:

- 1 MRSA Section 405 6-D to discuss planning for negotiations and labor relations with AFUM and PATFA.

On a motion by Trustee Erwin, which was seconded by Trustee Newsom, the Academic & Student Affairs Committee concluded the Executive Session.

Adjournment

Ellen Doughty for
Tracy B. Bigney, Clerk of the Board