

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
March 11, 2016

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair; Samuel Collins, James Erwin (at USM), Michelle Hood, Marjorie Medd, Paul Nelson (at USM), Bonnie Newsom, and Karl Turner (at USM). **Chancellor:** James Page. **Presidents:** Susan Hunter, John Murphy (at UMFK), Linda Schott (at UMPI), and Stuart Swain. **Faculty Representatives:** Ray Albert (at UMFK), Patti Miles, Uriah Anderson (at UMM), Terry Colby (at UMA), and Cathleen McAnney (at UMF). **Student Representatives:** Brad O'Brien, Jay Knowlton (at USM) and Sarah Connelly (at USM), Clair Aldrich (at UMM), Katharine Waldron (at UMPI). **System Staff:** Tracy Bigney, Dan Demeritt, Rosa Redonnett, David Stevens and Rebecca Wyke. **Others Present:** Jeff Hecker, Joe McGinn, Kay Kimble (at UMM), Joe McGinn (at UMF), Tanya Sleeper (at UMFK), Ray Rice (at UMPI), Joe Szakas (at UMA), Jeannine Uzzi (at USM), and Ellen Chaffee (by phone).

Committee Members Absent: none.

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

Academic Transformation Discussion. For the past 12 months, the Chancellor has engaged Dr. Ellen Chaffee as a consultant to lead what was initially known as the Academic Portfolio Review and Integration Process (APRIP). In that capacity, she has worked on a broad array of academic and administrative transformation issues with faculty, staff, Presidents, Provosts, system chief academic officer Dr. Cynthia Huggins, Chancellor Page, and other system leaders.

One of her primary contractual responsibilities is to provide recommendations for “an effective, ongoing process for system-wide academic program alignment.” Dr. Chaffee’s report has been reviewed and accepted by the Chancellor, the Presidents Council, the Chief Academic Officers, and the Program Integration Oversight Committee (at their January 26 meeting).

In addition, the report has been accepted by the Board of Trustees at its January 24-25, 2016 meeting. At that meeting, the Chancellor was directed to move forward with the recommendations in Section V, with timely input from the Academic and Student Affairs Committee and the Oversight Committee. Further, should the Chancellor conclude that the input should lead to material changes in any of the recommendations, he will refer those issues to the Board or applicable committees as directed. This discussion at the Academic and Student Affairs Committee of the Board of Trustees is intended to garner that input proposed within the Board recommendation.

Dr. Ellen Chaffee provided an overview of the recommendations outlined in the final report.

The Faculty and Student Representatives to the Board of Trustees provided the following input on the Academic Transformation Initiative:

Cathleen McAnney, Faculty Representative from UMF

- Recommended clarity in the role between chancellor and Vice Chancellor for Academic Affairs
- Recommended the Chancellor be evaluated by the faculty and students
- More discussion and clarity is needed on mission differentiation
- On-line instruction is not a panacea

- Recommended having a discussion on higher education as value not commodity
- Help student to be self-motivated learners rather than focusing on the jobs of today

Terry Colby, Faculty Representative from UMA

- Agree with Cathleen McAnney's remarks
- There is a need for a clear vision to move forward
- How is UMS moving forward with academic transformation and campus differentiation with the One University concept?
- Recommend more faculty involvement in the process and more communication with the faculty
- Campus to campus competition is still a factor

Uriah Anderson, Faculty Representative from UMM

- He feels there is confusion with all of the System initiatives currently underway
- Is there going to be any formal analysis with the survey results?

Patti Miles, Faculty Representative from UM

- Requested a clearer definition of how the \$60 million investment will be used
- What is the goal for the Academic Transformation Initiative and what are the metrics for that project?

Dr. Chaffee responded by stating the \$60 million, once identified would be used for the IT project, unified on-line project, MaineStreet upgrades and several other projects current in process. She also commented that the goal of the Academic Transformation Initiative is to improve access, quality and fiscal sustainability. Chancellor Page responded by stating the desired outcomes from the Academic Transformation Initiative are to advance access, develop new opportunities, and address how the UMS will sustain a mass of programs going forward.

Connor Scott, Student Representative from UM

- Students have been left in the dark regarding the process and there is a great deal of confusion
- Express concern about the uncertain future of each institution
- Inquired about the timeline of the current process
- Encourage transparency and inclusion with the process
- The students at UM have expressed a lot of support for One University concept, IT and online
- Students are concerned they will be forced to take more online courses and will lose live instruction. There is an overall feeling students will lose.
- Campus to campus competition
- He encouraged the student voice at the table

Jay Knowlton, Graduate Student Representative from USM

- He stated that he feels the VCAA position very important – faculty input would be recommended
- He recommended more clear benchmark data and metrics for the Academic Transformation project

Brad O'Brien, Student Representative from UMA

- He feels the UMA students are supportive of the big picture goals

- There is a need for clearer information about the process and goals

Chancellor Page thanked Dr. Chaffee, Dr. Cynthia Higgins, and the CAOs for their work to advance this project. There have been approximately 150 faculty working on various teams and he would like to see more student comments and involvement. UM Provost Jeff Hecker stated by March 22 the new reports will be posted on the website. Mr. David Stevens, Executive Director for Organizational Effectiveness, stated that all the surveys are on the thinkmissionexcellence website and he encouraged more input.

Trustee Johnson thanked the Faculty and Student Representatives for their input and work on this project.

Spring 2016 Enrollment Report. Ms. Rosa Redonnett, Chief Student Affairs Officer, provided an update on the status of enrollment at our campuses for Spring 2016 based on the findings within the report. The Spring 2016 Enrollment Report is historically run after our census date of February 15. Highlights from the Spring 2016 Enrollment Report are as follows:

Enrollment by Headcount, FTE, Credit Hours

- Spring headcount enrollment declined 0.8% over the previous year in the University System. UMFK increased 13.1% over last year's Spring enrollments. UMM declined 8.2% from Spring 2015. Headcount enrollment dropped 9% overall compared with Spring 2012. UMFK increased 26.4% from Spring 2012. UMPI declined 22.9% compared with five years ago. Undergraduate headcount enrollment fell 0.5% from last year and decreased 8.4% from 2012. Graduate headcount fell 2.9% since last Spring and declined 12.9% compared with five years ago. UMF grew 1.6% and UMA rose 0.4% in headcount versus Spring 2015.
- Spring FTE enrollments in the University System declined 1.1% from the previous year. USM lost 6.6% in FTE enrollments from last year at the same time. UMFK gained 9.3% in FTE compared with Spring 2015. UMPI fell 24.2% in FTE compared with Spring 2012. UMFK grew FTE by 19.4% from Spring 2012. Undergraduate FTE declined 0.5% in the past year and fell 6% compared with Spring 2012. Graduate FTE decreased 5.7% compared with last Spring and declined 13.8% from Spring 2012. UM increased 1.4% from Spring 2015 and 5.1% compared with Spring 2012.
- Spring credit hour enrollments declined by 0.9% from last spring and dropped 6.7% compared to 2012. The Spring 2015 to Spring 2016 decline was the smallest decline in the past 5 years. UM increased 1.5% and UMFK increased 9.3% compared with Spring 2015.
- The Fall-to-Spring ratio increased to 93.15 in Spring 2016, ending a three-year trend of decline.

Enrollment by Residency (tuition status)

- 83.7% of students have in-state tuition status in Spring 2016. Out-of-state enrollment increased 6.4% and NEBHE increased 0.1% compared with last year. In-state enrollment fell 1.9% since Spring 2015 and fell 13.4% from Spring 2012. Out-of-State enrollment increased 23% compared with 2012, while NEBHE enrollment for Spring is up 22.5% over five years.

Enrollment by Gender

The gender balance in the University System for Spring 2016 is 40.6% male and 59.4% female. Spring enrollment has declined in both gender categories, with a 0.5% decrease in males and a 1.1% reduction in females from Spring 2015.

Enrollment by Status (full-time vs. part-time)

- Full-time students comprise 64.4% of Spring enrollments. Full-time headcount is down 1.7% from Spring 2015 and declined 6.7% from Spring 2012. Part-time enrollments increased 0.7% compared with last year and fell 13% when compared with Spring 2012.

Enrollment by Ethnicity

- As of Spring 2016, 79.3% of students self-identify as white. Minority enrollment grew by 4.6% from last Spring semester. The largest minority growth comes from those identifying as Hispanic/Latino, which increased 12.5% from last year and expanded 34.7% compared with Spring 2012.

Enrollment by Age

- In Spring 2016, 18 to 24 year old students make up 60.8% of the student population, while students 25 and older consist of 36.5% of the student population. The Under 18 category is 2.7% of the student population and increased 45.4% compared with Spring 2015 and has grown 99.2% versus 2012. The 40 – 64 age range declined 3.3% compared from last year and fell 19.5% from Spring 2016. Students 65 and older declined 7.1% compared with last spring, although they have increased 34.6% versus Spring 2012.

Residency of Students Based on Address

- Cumberland and Penobscot County residents make up 34.9% of all students attending the University System. The New England region provided 62% of out-of-state students, with 30.7% of total out-of-state students coming from Massachusetts. The vast majority of international students come from Canada (26%), China (17%), and the Marshall Islands (6.1%).

Incoming Degree/Certificate-Seeking Students

- First-time, first-year students typically enroll in the Fall semester. For Spring 2016, 91.7% of first-time students pay in-state tuition, with 8.3% paying out-of-state tuition.
- 48.8% of transfer students in Spring 2016 came from institutions external to the UMS and Maine Community College System (MCCS). Internal transfers between UMS campuses made up 21.4% of transfer students. Transfers from MCCS comprised 29.85 of the total. The UMS experienced a 5.1% increase in transfer students external to the UMS or MCCS compared with last year, which was due to a 40.3% increase in out-of-state transfer students.

Distance Education

- Total credit hours in distance education gained 3.7% from Spring 2015 to Spring 2016. The decline in traditional campus courses was 2.2% from last year. Online credit hours increased 4.6% versus last year, accounting for 19.6% of all credit hours delivered.
- Online credit hours made up 85.3% of total distance education. Baccalaureate students comprised 79.1% of Spring 2016 students in distance education, with Associate level

students taking 6.1% of distance courses and non-degree undergraduate students making up 8.2%.

Dual Enrollment

- A total of 2400 students have been enrolled to update for this academic year. As of the Fall Enrollment report the UMS had 1955 total dual enrollment and early study students for the fall semester.
- Dual Enrollment accounts for a total of 12,616 credit hours for the academic year to date.

Student Representatives Discussion.

Brad O'Brien, Student Representative from UMA

- With the increased focus of on-line credit hours, will students have to sacrifice traditional classroom instruction for on-line classes in order to complete their degree?

Trustee Johnson stated that traditional classroom instruction will not be compromised with the on-line focus. In order for the UMS meet our mission there is a need to reach other markets and this can be accomplished with on-line instruction.

Adjournment

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