

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
May 6, 2015

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair; Samuel Collins (by phone), James Erwin (at USM), Michelle Hood (by phone), Marjorie Medd (at USM), Paul Nelson (at USM), and Karl Turner (at USM). **Presidents:** Kate Foster (at UMF), Wilson Hess (at UMFK), Linda Schott (at UMPI), and Glenn Cummings.
Faculty Representatives: Ray Albert (at USM), Kim-Anne Perkins (at UMPI), Frank Ellis (at USM for Anne Blanke) and Robert Rice. **Student Representatives:** Brad O'Brien, and Elizabeth Day (at UMPI). **System Staff:** Tracy Bigney, Lynda Dec, Dan Demeritt (at UMA), Cynthia Huggins, Rosa Redonnett, Mark Schemlz (at UM), Dick Thompson (at UMA) David Stevens and Rebecca Wyke (at UMA). **Others Present:** Ellen Chaffee (by phone), Stuart Swain (at UMM), Jeff Hecker, Joe Szakas, Ray Rice, Robert Dixon (at UMFK), Meg Sanders (at UM), Sheri Fraser, Tim Brokaw, Joe McDonnell (at USM), George Miller, Karen Kemble, Nina Lavoie, Megan Clough, Joe Ginn, and David Fiacco.

Committee Members Absent: Bonnie Newsom

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

APRIP Update. Dr. Ellen Chaffee, the Executive Director of the Academic Program Review and Integration Process and Chair of the Oversight Committee, provided an update on the overall Academic Portfolio Review and Integration Process (APRIP).

Implementation

The primary focus of APRIP in the first quarter was to launch the nine discipline-based academic collaboration teams (formerly called "sub-teams"). Team leaders have met at least weekly by conference call and had a "mid-term" gathering on March 27 to compare notes, further understand the expectations for their work, and further develop their data requests. All teams will have recommendations to report by May 31 as scheduled. Some consider this semester's work to be "phase one" of two or three yet to come in order to address the range of options that interest them. All report tremendous satisfaction and enjoyment from getting to know their colleagues on other campuses and the curricular options elsewhere. This is true despite significant impediments, including confusion on the campuses about the vision and intended results of system transformation activities, understandable conflation of APRIP with similar but unrelated events such as USM program terminations and the new Center in Portland, and a great deal of fear for their own and colleagues' jobs based on their clear understanding of the system's structural financial gap and position/program terminations at USM. The Oversight Committee is deeply impressed by the spirit, hard work, and creativity of the academic collaboration teams and eager to support their recommendations as fully as possible.

The team leaders and the Oversight Committee (OC) also reviewed a list of potential barriers to academic collaboration (translated into positive terms, a "needs list" that identifies what we need to do to make collaboration workable). The needs fall into three categories: academic (e.g., differences among campuses in academic calendars, credits per course, and pedagogy), non-financial administrative (e.g., simultaneous registration at multiple campuses, creating a unified tuition and fee bill from multiple campuses, and providing academic advising services that span campuses), and

financial administrative (e.g., differing tuition and fee rates, allocation of revenues from one student to multiple campuses, resource allocation incentive structures).

The Chief Academic Officers will review the team recommendations on June 11 and will share their perspectives with the Oversight Committee on June 12. With specific recommendations in hand, both groups will revisit the needs list to identify actions that implementing these recommendations require. They will also identify lessons learned from “Round 1” of the discipline-teams process and use them to shape Round 2. The two groups will define and authorize teams for Round 2 at their July meetings for kick-off in early September.

The Chief Academic Officers are also preparing to engage in academic program portfolio review, identifying programs that need to improve on fiscal sustainability and mission-relevance or state need. The CAOs will review those programs from a statewide level rather than in institutional silos, which gives the system a chance to help strengthen valuable programs in a variety of ways or, if necessary, close them. The goal is to incorporate any recommendations in the FY17 budget process.

Communication

APRIP’s first quarterly report went to the trustees and all faculty and staff in early April. Oversight Committee member Dana Saucier of the UMFK Board of Visitors found the report to be very helpful and well-received by BOV members. Team leaders, presidents, and other OC members have had little response from the campuses.

Our new communications consultants, Jan Kearce and Laura Moorehead, are principals from Lift360, a Portland firm. They have been interviewing people and observing APRIP activities since the end of March. Communication is currently the Oversight Committee’s top priority. The communication plan will focus extensively on using existing meetings and events, empowering people who are working on APRIP with information and encouragement to spread the word in their circles, cascading messages through the organizational chart, and giving everyone meaningful opportunities to engage with the process. Dave Stevens is coordinating and directing the Lift360 engagement.

Scope

APRIP includes both program integration (through the nine academic collaboration teams) and portfolio review (through the Presidents Council and CAOs). It is highly interdependent with internal communications, as noted, and also with market research and program costing. APRIP is also leading us into new territory – the policy, procedure, practice, technology, and talent development changes that academic transformation requires.

Dave Stevens is leading the search for market research expertise to identify opportunities both to build enrollment and to launch or revise academic programs to match state needs. The results will be incorporated into ongoing portfolio review, new program development, and system enrollment development.

In addition, under the leadership of Becky Wyke, McGladrey is producing a program-based costing system that will enable executives to have a single methodology for defining and assessing each program’s fiscal sustainability. This is an essential tool for properly assessing net academic program productivity.

The evolving needs list to support academic collaboration is long, significant, and costly in both time and money. During May and June, we will be working with the nine academic team leaders and the

CAOs to firm up the list and set priorities and sequencing based in part on the requirements to implement the specific initiatives recommended by the teams and the CAOs. We expect that full implementation will require several years, some progress can be made in FY16, some requests will go into the FY17 budget planning process, and satisfactory progress with academic integration will also require external or other special funding sources.

UMA Strategic Plan. UMA President Glenn Cummings, Chief Financial Officer Tim Brokaw, Dean of Enrollment Services Sheri Fraser, and Provost Joe Szakas provided an overview of the UMA strategic plan.

Mission

UMA transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and on-site education, excellence in student support, civic engagement, and professional and liberal arts programs.

Vision

UMA will become Maine State University, the recognized state leader in distance education. Through innovation and collaboration, we will deliver undergraduate and graduate programs, on-site and at a distance, that prepare our students to succeed as engaged citizens, professionals and leaders.

The University has identified three key strategies to achieve the 2020 vision:

- Improve retention by strengthening student success
- Advance academics
- Cultivate reputation and resources

These directions support long-term strategic goals, with well-defined metrics, in seven key areas: Student Success, Enrollment, Academic Innovation, High Quality, Stewardship of Place/ State, Visibility and Branding, and Financial Sustainability. The plan includes a proposed \$1.6 million of incremental funding (through use of UMA reserves) over the next two years to support initiatives focused on achieving the three key strategies.

Discussion focused on how UMA's distance education strategy fits into the One University, UMA's role in graduate education, the appropriate forum for discussion of university name changes, and metrics for enrollment and marketing.

On a motion by Trustee Turner, which was seconded by Trustee Medd, the Academic and Student Affairs Committee voted to forward the strategic plan submitted by the University of Maine at Augusta to the full board for review and final approval at the meeting on May 17-18, 2015 with the understanding that action on the name change will be deferred pending further review and Board approval.

New Academic Program: MS in Spatial Informatics, UM. UMaine Provost Jeff Hecker explained that the University of Maine is proposing the creation of a Master of Science degree in Spatial Informatics, a fully online program for place-bound students who desire strong computational, analytical, policy and technical foundations in geographic information science and systems. This new online graduate program will specialize in preparing graduates to better utilize location information, geographic information systems, sensors and mobile technologies in accomplishing the day-to-day tasks of businesses and government and to help advance new innovations in these domains. No new funding is needed to launch this program, which can be made

fully available within the context of existing resources. This program is unique within the University of Maine System.

On a motion by Trustee Medd, which was seconded by Trustee Nelson, the Academic and Student Affairs Committee voted to forward this item to the Consent Agenda at the May 17-18 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approve the creation of a Master of Science degree in Spatial Informatics at the University of Maine.

There is a program with the same name at the University of Maine, but the Chief Academic Officers concluded that the two programs are not duplicative.

New Academic Program: BS in Conservation Law Enforcement, UMFK. UMFK Interim Vice President for Academic Affairs Robert Dixon explained that the University of Maine at Fort Kent is proposing the creation of a Bachelor of Science degree in Conservation Law Enforcement. Graduates of the Wildlife Conservation concentration will be prepared for employment in natural resource professions within private, federal, or state wildlife sectors, while the Law Enforcement concentration prepares students for employment in law enforcement professions. This four-year degree—unique within the University of Maine System—will provide a seamless, terminal degree for UMFK’s two-year Associate’s degree in Conservation Law Enforcement. No additional fulltime faculty will be needed, although UMFK anticipates retaining current/retired Game Wardens as adjunct faculty.

On a motion by Trustee Turner, which was seconded by Trustee Medd, the Academic and Student Affairs Committee voted to forward this item to the Consent Agenda at the May 17-18 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approve the creation of a B.S. in Conservation Law Enforcement at the University of Maine at Fort Kent.

New Academic Program: BS in Cybersecurity, UMFK/USM/UMA. UMA Provost Joe Szakas, UMFK Vice President of Academic Affairs Robert Dixon and USM Provost Joe McDonnell explained that the University of Maine at Fort Kent, the University of Maine at Augusta, and the University of Southern Maine are proposing the creation of a multi-campus Bachelor of Science degree in Cybersecurity. This innovative program will address the severe shortage of skilled practitioners in the cybersecurity field, including here in Maine. Our NSA/DHS recognized UMS distributed Center of Academic Excellence in Information Assurance/Cyber Defense and this cybersecurity program together form an interdisciplinary collaborative that prepares professionals capable of leading technological changes in industry both locally and nationally, with an emphasis on the protection of technological infrastructures for the preservation of cybersecurity and information assurance. No new personnel, equipment, or facilities are required to support this program.

On a motion by Trustee Turner, which was seconded by Trustee Medd, the Academic and Student Affairs Committee voted to forward this item to the Consent Agenda at the May 17-18 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approve the creation of a Bachelor of Science degree in Cybersecurity at the University of Maine at Fort Kent, the University of Maine at Augusta, and the University of Southern Maine.

The Human Resources and Labor Relations Committee joined the Academic & Student Affairs Committee in the discussion and approval of the following agenda item.

Definitional Changes: Board Policy #402 – Sex Discrimination, Sexual Assault, Relationship Violence, Stalking and Retaliation. Ms. Nina Lavoie, Senior Associate University Counsel, explained the Board Policy 402, Sex Discrimination, Sexual Harassment, Sexual Assault, Relationship Violence, Stalking and Retaliation, was approved at the November 2014 Board of Trustees meeting. Additional regulatory changes have been issued, predominantly impacting the definitions contained within the Policy. Accordingly, the updated policy was reviewed by the Academic and Student Affairs Committee and Human Resources and Labor Relations Committee of the Board for their approval.

On a motion by Trustee Fournier, which was seconded by Trustee Collins, the Academic and Student Affairs Committee and the Human Resources and Labor Relations Committee of the Board of Trustees approved and ratified the updated “University of Maine System Policy and Procedures: Sex Discrimination, Sexual Harassment, Sexual Assault, Relationship Violence, Stalking and Retaliation,” and recommend that it be moved to the consent agenda for the May 2015 Board of Trustees meeting. This policy will update current Board Policy #402.

Student Conduct Code: Definitional Changes. Ms. Lavoie explained the UMS Student Conduct Code applies to the entire University of Maine System. As mandated by Board policy, the Code is reviewed and updated every three years, and is ultimately approved by the Board of Trustees. The last regular review occurred during the Fall of 2013; Board approval occurred at the November 2013 Board meeting.

Subsequent to our review and formal process, two pieces of legislation, the Violence Against Woman Act (VAWA), which included the Campus SaVE Act, were enacted and subsequently updated with new definitions, calling for an updating of the code. The Conduct Code Review Board, comprised of the conduct officer and two members from each campus, legal counsel, and a System representative met on March 23 to finalize the updating of the Student Conduct Code to reflect these changes.

David Fiacco, Director of Community Standards, Rights and Responsibilities at the University of Maine and Nina Lavoie, Senior Associate University Counsel updated the Committee on the changes.

On a motion by Trustee Nelson, which was seconded by Trustee Medd, the Academic and Student Affairs Committee of the Board of Trustees approved and ratified the updated “University of Maine System Student Conduct Code,” and voted that it be moved to the consent agenda for the May 2015 Board of Trustees meeting.

Student Representatives Discussion.

Mr. Brad O’Brien, Student Representative from UMA, representing all of the Student Representatives spoke about the following issues:

- The Student Representatives urge that the academic calendar be consulted when scheduling ASA Committee meetings.
- The Student Representatives are rediscovering and updating their Student Representatives Manual.
- What is the status of the mentoring program between the Student Representatives and the Trustees?

- The Student Representatives would like to encourage involvement between the Student Representatives and the campus Board of Visitors.
- The Student Representatives would like to consider consistent compensation for the Student Representatives.
- The Student Representatives asked for information about priority academic programs at UMS and asked that the Student Representatives be kept informed of the APRIP process. This is a topic for a future discussion with the Board.
- The Student Representatives support the System-wide local food initiative. This is also a potential future discussion topic.

Trustee Johnson complimented the Student Representatives on their efforts on the Student Government Association Summit.

Faculty Representatives Discussion.

Trustee Johnson stated that Cynthia Huggins is working with the Chief Academic Officers on the Academic Quality Indicators (AQI). When there is a proposal, Dr. Huggins stated it will go to Presidents Council then the Chief Academic Officers are ready to launch a committee with the Faculty Representatives to work on the AQI.

Professor Robert Rice, Faculty Representative from UM, commented that all of the campuses are working through structural changes and suggested that a matrix be developed to track the data.

He also suggested that the Panel Presentation and Discussion on Student Success and Completion should be delivered to a broader audience.

Professor Kim-Anne Perkins thanked the Student Representatives for raising the concerns regarding scheduling the Academic and Student Committee meetings.

Trustee Johnson thanked Robert Rice for his dedication and service as the UM Faculty Representative. Patti Miles was introduced as the new UM Faculty Representative effective July 1, 2015.

Panel Presentation and Discussion: Student Success and Completion. Ms. Rosa Redonnett, Chief Student Affairs Officer, explained that this presentation and discussion is intended to be the first in a series of discussions related to student success and completion; it is designed to explore relevant policies and practices which could be enacted to more purposefully move the UMS toward a broader and more robust completion strategy for all of our students.

Panelists who participated in the presentation and discussion were:

- Dr. Jeffrey Hecker, Executive Vice President for Academic Affairs & Provost, UM
- Dr. Raymond Rice, Provost and Vice President for Academic Affairs, UMPI
- President Wilson Hess, President, UMFK
- Dr. George Miller, Assistant Professor of Philosophy & Advising Program Development, UMF
- Sheri Fraser, Dean of Enrollment Services, UMA

This panel comprised of representatives across our System presented foundational information about national initiatives currently underway and specific examples from our campuses of initiatives that

address a completion agenda. The Complete College America Game Changers report was the first step in a broader dialogue about student success and completion.

In a time when affordability and access to higher education are critical issues nationally and within Maine, and when the receipt of a bachelor's degree and beyond is a crucial component of workforce and economic development, having an intentional and broad reaching plan for completion is an imperative. As such, student success and completion must be at the core of all we do within the University of Maine System. Given our multiple populations, student success in the form of retention, persistence and graduation takes on a different face, from full time/first time students to transfers to part time students, ranging in age from 17 to 80, coming to us from within and outside of Maine (out-of-state and international), and presenting as they arrive with different levels of preparation, different expectations and different interests and backgrounds.

Adjournment

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