

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
September 1, 2016

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair; Sam Collins (by phone), James Erwin (at USM), Michelle Hood (by phone), Jason Coombs (at UMA), Bonnie Newsom (by phone), and Karl Turner (at USM). **Chancellor:** James Page. **Presidents:** Ray Rice (at UMPI), Kate Foster (at UMF), Sue Hunter and Glenn Cummings (at USM). **Faculty Representatives:** Terry Colby (at UMA), Patti Miles, Cathleen McAnney (at UMF), Elizabeth Turesky (at USM), Lisa Leduc (at UMPI), Uriah Anderson (at UMM). **Student Representatives:** Rebekah Powell (at UMA) and Alex DesRuisseaux (phone). **System Staff:** Tracy Bigney, Ryan Low, Robert Neely, James Thelen (at UMA), Dick Thompson (at UMA), Donna Seppy (at UMA), Rosa Redonnett, and Rebecca Wyke (by phone). **Others Present:** Tamara Mitchell, Jeff Hecker, Jeannine Uzzi (at USM), Joe McGinn (at UMF) Kay Kimball (at UMM). **Guests:** Andrea Cianchette Maker and Ed Cervone.

Committee Members Absent: John Craig.

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

Introductions and Welcome – Dr. Robert Neely, VCAA. Trustee Johnson introduced and welcomed Dr. Robert Neely, Vice Chancellor for Academic Affairs. We are all looking forward to working with Dr. Neely.

FocusMaine: Overview and Discussion. Chancellor James Page introduced Ms. Andrea Cianchette Maker, leader of Pierce Atwood's Government Relations practice and a key advocate in work across Maine related to economic and workforce development. Ms. Maker provided an overview of FocusMaine, an update of work to date, and a discussion of the role the UMS plays within this important initiative.

Launched in the fall of 2014, FocusMaine is a private-sector-led group of Maine leaders focused on accelerating business development in Maine through the identification and growth of just a few select, key industries that have a high potential to create jobs and wealth in the state.

The goal of FocusMaine is to strengthen and revitalize opportunity and prosperity in Maine by accelerating the creation of traded jobs within a few select sectors. Traded jobs are those that produce goods or services that are sold primarily outside of the state, a process which then increases wealth in the state. FocusMaine is centered on traded jobs because they have higher rates of full-time work, they pay 50 percent higher wages than local jobs and each new job in a traded industry creates, on average, an additional 1.6 new jobs in the local economy. Maine has a lower share of traded jobs than the rest of the U.S., and that share continues to decline. Maine would need 35,000 more traded jobs to match the national average.

FocusMaine seeks to serve as a catalyst for three traded sectors with a high potential to become "signature industries" -- industries that serve a growing global market, provide a significant number of meaningful jobs for a sustainable period of time and reflect the values of our unique state in a changing world in which Maine can compete successfully by relying on its inherent strengths.

Two signature industries were selected that presented the highest potential to create jobs and wealth in the state:

- Signature Industry #1 - **Become a renowned producer of high quality, traceable food**
 - Focus on the traded sectors of agriculture and aquaculture
- Signature Industry #2 - **Build a world-class biopharmaceutical development and manufacturing environment**

FocusMaine's role is to champion growth in the food (agriculture and aquaculture) and biopharmaceuticals sectors in Maine, by increasing the targeting to improve sector viability and sustainability. To achieve this goal, FocusMaine will:

- Set and measure progress toward bold job growth of 20,000 to 30,000 direct and indirect jobs generated by the identified sectors over 10 years.
- Coordinate and accelerate workforce development and entrepreneurial efforts in these sectors.
- Build and fund the execution of comprehensive, 10-year sector growth implementation plans.
- Provide professional staff to assist and drive the plans with sector coordination.
- Support public and private sector leaders who are committed to overseeing the execution of a comprehensive 10-year plan.
- Partner with stakeholders within these sectors, as well as with other state organizations with similar goals, to optimize accelerated growth for the sectors.

FocusMaine will make a presentation to the full Board of Trustees at the November Board Meeting.

Administrative Procedure Clarification: Program Creation and Elimination. Ms. Rosa Redonnett, Chief Student Affairs Officer explained that the Office of Academic Affairs maintains an Administrative Procedures Manual that sets out procedures for carrying out Board of Trustees Academic Policies. Section 305.5 of the Administrative Procedures Manual for Academic Affairs describes the process campuses follow in the event of a program elimination, in accordance with Board Policy 305.1.

The Administrative Procedures Manual language contains specific months during which the Board of Trustees would review any program eliminations (January and July). This section of the Manual (305.5.6) has not been updated since 2008 and is not reflective of practice over the past few years. Eliminating this expectation that program changes occur only twice per year will remove an impediment to academic change. This Administrative Procedures Manual change would simply remove the reference to dates to read:

6. The Chancellor's recommendation of the Program Elimination Proposal to the Board of Trustees for its review and final approval.

This change in Administrative Procedures Manual language does not require Committee approval or Board approval and is provided as an information item only.

State Attainment Initiative: UMS Role and Update. Mr. Ed Cervone, Executive Director of Educate Maine, and Ms. Redonnett provided an overview of the work thus far including national and regional initiatives, an update on the current status and plans going forward, and a discussion of the critical role the UMS plays within this initiative.

The Need

Maine's population has plateaued and current projections call for an overall decline in that number. At the same time, Maine is faced with two workforce challenges: a wave of pending retirements and new

job growth. Employers are concerned as to how they are going to fill positions from a shrinking pool of workers and whether the ones they find will have the needed skills to fill both vacancies and the new positions that will support and sustain their investment.

Department of Labor projections show that under current trends, Maine can expect only slightly more than 2% of job growth for the next decade or 0.2% per year. This represents approximately 15,000 workers over that decade. This will not meet employers' needs nor will it support the type of healthy economy that we demand.

A conservative alternative where Maine grows jobs by 1% a year would require 60,000 to 70,000 workers over the next decade and an analysis of data and trends leads us to believe that approximately 60% will need to have completed some form of education or training beyond high school to meet the skill requirements for those jobs. This type of growth does not happen "by accident" and will require the collective effort of leaders and organizations statewide.

An Education Goal for the State

We believe that Maine needs to set an aspirational and achievable educational attainment goal, through non-partisan collaborative processes, that will give shape to coordinated strategies for enhancing the quantity and quality of Maine's workforce. This begins by setting a statewide postsecondary education attainment goal supported by short- and long-term strategies across Maine's education and skills-development system.

Education is one of the most important drivers of economic growth and the Maine economy would benefit greatly from increasing the educational attainment of all Maine people. This is a priority investment strategy essential to our state's economic competitiveness.

Education and skill attainment impact the quality of Maine's workforce and the resiliency of the people of Maine. Increasing educational attainment provides greater opportunities for financial security, employability, and general resilience throughout changing economic environments from our rural communities to our urban centers. A skilled and educated workforce is essential for existing and future Maine employers. Without this asset, the opportunity for sustained investment and growth is severely limited. We are faced with a real sense of urgency in this challenge but there is path forward.

How Will This Succeed?

There exist many creative efforts across Maine to increase educational attainment and skill development, but too few of these efforts are connected, limiting their overall impact. In addition, we lack a common goal and context for this important work, further limiting our success. A statewide workforce and education coalition, focused on increasing attainment, will create a successful framework for organizing efforts and resources while best aligning those efforts with employer needs in light of Maine's changing demographic challenges.

A coordinated, multi-stakeholder commitment is needed if Maine is to increase the quality and quantity of Maine's workforce and better ensure an education and workforce system that supports and adapts to the changing needs of the economy and of Maine employers. Similar to work underway in many states across the country (Tennessee, Kentucky, Indiana, Texas and more), our goal is to close the documented workforce quality and quantity gap standing in the way of economic growth in Maine. We will accomplish this by setting statewide education attainment goals, defining short- and long-term strategies, and working together – public, private, and nonprofit – to ensure success. We envision a future where talented people build vibrant communities and fuel a strong Maine economy.

Strategies will span from early childhood through retirement, taking a comprehensive approach to increasing educational attainment. The coalition will frame a multi-year plan for the state, strengthening existing initiatives and providing space for new opportunities and programs to better meet Maine's economic needs. Goals will be transparent, measurable, tied to strategic priorities, and supported by sound policies and investment.

Academic & Student Affairs FY2017 Work Plan. Trustee Johnson reviewed the draft FY2017 Academic & Student Affairs Committee Work Plan in preparation for its adoption at the September Board of Trustee meeting. Annually a work plan is formulated and is intended to cover both action items required for governance of the University of Maine System and those topics of import and interest to the Board.

Faculty Representatives Discussion.

The Faculty Representatives provided the following overview of their retreat on August 15, 2016:

- Described the process and concerns that led the Faculty Representatives to develop a document outlining their roles and obligations.
- Expressed a need for better communication and a coordinated voice from the Representatives and better alignment of the expectations between the Board and the Representatives
- Better flow of information so that the Representatives can provide information to the faculty and the Board of Trustees.
 - Timely distribution of initiatives and other information so that it can be discussed with Faculty on campuses before meetings and so decisions can be made that include faculty ideas.
 - There is a concern there is too much lag time for information to get back to Board of Trustees from faculty
- The Faculty Representatives would like to engage with the Board members and the Chancellor on a more effective process for information sharing as well as trust building.
- The Faculty Representatives developed a process to address the concerns of both the Board of Trustees, Chancellor and Faculty Representatives going forward.
- They see their role as:
 - Attending meetings
 - Responding to additional expectations of our respective faculties
 - Communicating between Board meetings with other faculty representatives so that we work collaboratively together
 - Providing reports of Board meetings to our faculties
 - Staying familiar with the nature, needs and concerns of our faculties and gathering appropriate data to share with the Board of Trustees that will be helpful in decision making
 - Serving on committees
 - Serving as coordinators for our group on a rotating basis
- They are proposing a number of changes to improve communication, trust building and collaboration, including:
 - Regular meetings with the Vice Chancellor of Academic Affairs and Chancellor
 - Meetings with Board Chair and Chair of the Academic & Student Affairs Committee, perhaps annually

- More effective distribution of information for better response times of questions, concerns and support
- Hosting trustees on our campuses to speak with faculty about mutual interests.
- The opportunity to provide written statements about faculty views on issue that come before the Board.

The Faculty Representatives would like the Board members ideas and concerns on their proposal after Chancellor Page and Trustee Collins have a chance to respond.

Trustee Johnson and Chancellor Page noted that there is work to be done to improve the communication among Faculty Representatives. The Board, the faculty and Chancellor Page agreed there is a need for a clear set of roles and expectations. Trustee Johnson stated his willingness to meet with the both the Faculty and Student Representatives.

Adjournment

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