August 25, 2017

TO: Members of the Academic & Student Affairs Committee

FR: Ellen N. Doughty, Interim Clerk of the Board

RE: September 5, 2017 Academic & Student Affairs Committee Meeting

The Academic & Student Affairs Committee will meet from 1:00 pm to 4:00 pm on Tuesday, September 5, 2017. The meeting will be held at the University of Maine System Executive Offices in the Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. The following Polycom sites are available:

- UMA – 125 Robinson Hall
- UMF – Executive Conference Room, Merrill Hall
- UMFK – Alumni Conference Room, Nadeau Hall
- UMM – Executive Conference Room, Powers Hall
- UMPI – Executive Conference Room, Preble Hall
- USM – 211/211A Wishcamper Center, Portland
- Phone – 1-800-605-5167 Passcode 743544#

Refreshments will be available at the UMS, UMA and the USM locations. The meeting materials are posted to the Diligent Board portal under the Academic and Student Affairs Committee section. In addition, the materials are posted on the Board of Trustees website (http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/academic-student-affairs-committee/). If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840.

If you have any questions or desire additional information about the agenda items, please call Robert Neely at 581-5843 or Rosa Redonnett at 621-3419.

cc: Trustees not on the Academic and Student Affairs Committee
- James Page, Chancellor
- Faculty & Student Representatives
- Presidents
- Ryan Low
- Robert Neely
- Rosa Redonnett
Board of Trustees

Academic and Student Affairs Committee

September 5, 2017, 1:00 pm to 4:00 pm
Rudman Conference Room, 253 Estabrooke Hall, Orono

Agenda

1:00 - 1:20 pm
Tab 1 Early College: Update on Timeline

Tab 2 Programs for Examination: Discussion and Formalizing in Academic Administrative Procedure (endorsement)

Tab 3 Cybersecurity Transition

- Introduction of Dr. Robert Placido

1:20 - 3:30 pm
Tab 4 Strategic Resource Allocation Plan (SRAP)
- Overview of work of Academic & Students Affairs Committee and SRAP for Academic Year 2017-2018
- Review and discussion of the Hanover Peer Project and relationship to SRAP Metrics
- Discussion of SRAP Metrics:
  - KPIs
  - Dashboard strategies
- Discussion of recommendations for July Board of Trustees meeting and need to amend related to timeframe

3:20 - 3:30pm
Tab 5 FY2018 Academic & Student Affairs Committee Work Plan: Review and Discussion

3:30 - 3:45pm
Tab 6 Faculty Representatives: Discussion

3:45 - 4:00pm
Tab 7 Student Representatives: Discussion

Action items are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.
University of Maine System
15 Estabrooke Drive, Orono

Directions to the UMS located on the UMaine Campus

From the South on I-95: take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Mason Road. Estabrooke Hall is the building on the right after Lengyel.

From the North on I-95: take exit 191 to Kelly Road and turn left. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Mason Road. Estabrooke Hall is the building on the right after Lengyel.

The UMS is located on the 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Early College: Update on Timeline
2. INITIATED BY: Gregory G. Johnson, Chair
3. BOARD INFORMATION: BOARD ACTION:
4. OUTCOME: BOARD POLICY:
   Increase Enrollment
5. BACKGROUND:

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

At the June 21, 2016 meeting of the Academic and Student Affairs Committee, a presentation, led by 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. The PowerPoint presentation can be found at this link:

At the conclusion of this presentation, the Academic and Student Affairs Committee was asked to endorse the following set of recommendations:

Recommendations endorsed by the Board of Trustees – July 2016

In the spirit of One University, the Academic and Student Affairs Committee of the Board supports and endorsed 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.

As this work developed, the University of Maine System was also given a one-time supplemental appropriation of $1 million and a biennium appropriation of $550 thousand (per year), approved by the Legislature and the Governor, specific to the growth of Early College. With this added component and in alignment with the recommendations endorsed by the Board of Trustees in July 2016, a subcommittee of the Chief Academic Officers was formed to develop a complete set of recommendations specific to:

- developing the framework for administration of Early College,
- overseeing the development and expansion of Early College,
- determining, recommending and aligning policies and processes related to Early College across the campuses and with the high schools in the areas of academic and student affairs, and
- ensuring that students receive the authentic, quality college-level learning experience, service and support necessary to be successful (including adherence to NEASC standards for dual enrollment and making progress toward NACEP accreditation).

This subcommittee has been working over the spring and summer of 2017 to formulate a set of recommendations and an associated approach to the budget. Dr. Robert Neely, Vice Chancellor for Academic Affairs, will briefly update the Academic and Student Affairs Committee on the timeline for implementation. A full discussion of the Early College Recommendations will occur at the November meeting of the Academic and Student Affairs Committee prior to a planned full implementation in January 2018.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Programs for Examination

2. INITIATED BY: Gregory G. Johnson, Chair

3. BOARD INFORMATION:

4. OUTCOME:

   BOARD POLICY:

   Relevant Academic Programming
   305.1-Program approval, Review
   and Elimination

5. BACKGROUND:

On April 13, 2017, the Chief Academic Officer Council (CAOC) of the universities in the University of Maine System (UMS) met for extended discussions of academic values, directions, and processes. From those deliberations, the CAOC agreed on a straightforward framework to gauge annually the vigor of academic programs. The framework, while necessarily simplistic, was considered in the context of shared values and directions, including academic quality, support of faculty and students, timely attention to programmatic indicators, sustainability, and programmatic nimbleness, among others.

Beginning in the 2017-2018 academic year, it is recommended that the following thresholds will be used in examination of academic programs within the UMS:

1. number of graduates per year
   a. Undergraduate: average five graduates per year over three years
   b. Master’s: average of three graduates per year over three years
   c. Doctorate: average of two graduates per year over three years
2. number of undergraduate majors: 15
3. number of tenure-track or just-cause eligible faculty: 3

Programs not meeting these thresholds would be examined further by the appropriate Chief Academic Officer, in collaboration with the faculty and Vice Chancellor for Academic Affairs, regarding other critical parameters of the program. If concerns remain about such programs after a broader discussion, a Provost will need to consider an action plan to address low numbers of graduates, majors and/or faculty, to be reviewed with the Chief Academic Officers Council.

Simple measures of size are clearly only a subset of variables that provide insight into a
program’s role and function; thus, the three measures above are intended to prompt a broader collaborative discussion and identification of actions among faculty and academic administrators regarding program size in the context of mission, quality, and sustainability. Consideration of other characteristics of the program would be particularly instructive in the follow-up discussion, e.g., SCH production, centrality to institutional mission or strategic plan, societal or workforce need, relevance and access to underrepresented groups, program uniqueness, K-12 or community college pathways, research impact, accreditation, ratio of part-time to full-time instructors, certification pass rates or other assessment outcomes, instructional cost, etc.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Academic and Student Affairs Committee approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the September 17-18, 2017 Board meeting.

That the Board of Trustees endorses the recommendation that the procedure for “Programs for Consideration” as outlined on April 17, 2017 by the Chief Academic Officers Council be codified in the academic administrative procedures accompanying the Board of Trustee Policy 305.1 Program approval, Review and Elimination.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Cybersecurity Transition

2. INITIATED BY: Gregory G. Johnson, Chair

3. BOARD INFORMATION: X

4. OUTCOME: Relevant Academic Programming

5. BACKGROUND:

The University of Maine System (UMS) cybersecurity initiative, with Department of Homeland Security (DHS)/National Security Agency (NSA) recognition, consists of two separate, but connected, efforts: the cybersecurity cluster and the undergraduate academic programming. The cluster functions as a loose, but collaborative entity, to promote service, research, and connections to outside constituencies (industry, businesses, agencies, etc.). The academic program consists of aligned, but separate, courses, offered from UMA, USM, and UMFK.

The cybersecurity cluster will be in transition this year with the expiration of Maine Economic Improvement Fund funding from USM. The UMS had already committed funding in support of the cluster for the coming year, which provides temporary support. During this transition, oversight of the cluster will temporarily move from USM to UMA. Details about location of the cybersecurity center, continuation of current projects, and personnel implications are being addressed by the Provosts in collaboration with the Vice Chancellor for Academic Affairs (VCAA).

With respect to the academic program, the Provosts have agreed to use this year to:

   a. explore joint usage of existing faculty lines to cover demand, but begin to examine shared course delivery;

   b. explore the development of specific expertise on each campus to offer upper-level tracks that can be shared between campuses.

The DHS/NSA certification is essential to the success of this program. The Provosts have reviewed the requirements for this certification and believe that the requirements for ongoing certification will be met. Further, the VCAA has had preliminary conversations regarding the possibility of the University of Maine becoming a partner in the cybersecurity initiative, which would only strengthen the expertise and offerings underpinning DHS/NSA recognition.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Strategic Resource Allocation Plan (SRAP)

2. INITIATED BY: Gregory G. Johnson, Chair

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:
Primary & Secondary Outcomes

5. BACKGROUND:

In May 2016, the Board of Trustees adopted a set of four primary outcomes to guide the work of strategic resource planning for the next five years: increase enrollment; improve student success and completion; enhance the fiscal positioning of the University System; and support Maine business and industry through research and economic development. In addition, the Board identified two secondary outcomes to supplement this work: develop relevant academic programming that supports student success and meets state needs; and engage the University workforce.

In June 2016, the Chancellor appointed a small working group to conduct scenario planning for the purpose of scoping the direction of the work, the strategies for achieving the outcomes, and the level of investment resources that would be required. The working group engaged campus leadership in a brainstorming exercise to identify strategies appropriate to each campus, then mapped the strategies to the outcomes and developed a set of preliminary recommendations on investments that was delivered to the Board of Trustees in September 2016.

In the fall of 2016, the Chancellor charged the working group with designing an implementation plan to support the primary and secondary outcomes. As part of this work, the Chancellor led an initial round of campus visits to introduce the Board’s primary outcomes and the work underway to develop a plan for the strategic allocation of resources to support those outcomes. The working group also led a second round of campus visits that fall for the purpose of engaging the campus communities in discussion of the preliminary recommendations, including ascertaining priorities and identifying any gaps. These forums focused in particular on strategies and investments related to enrollment, student success, and academic programming. The working group delivered its implementation design report in November 2016, which outlined a full set of proposed investments and the accountability metrics. In the spring of 2017, the working group participated in a third round of campus visits and conducted a System-wide survey to ascertain the priorities among the proposed investments given the limited resources available, as well as support for the accountability metrics outlined in the November 2016 report.

8/25/17
Over the past year, the working group also met several times with the faculty and the student representatives to the Board to discuss the work underway. Additionally, two summits of the campus and System leadership teams were held to discuss the proposed investments and accountability metrics, share feedback from the campus visits, and develop a System-level service promise and set of values to guide the work.

At the July 2017 meeting of the Board of Trustees, the final recommendations within the Strategic Resource Allocation Plan, specifically the metrics identified, were referred to the Academic and Student Affairs Committee of the Board for further discussion and review. This discussion will be incorporated into the work plan for the Committee and will include a next stage determination of investments (as outlined in the plan) and metrics.

The SRAP Planning Team, led by Vice Chancellor for Academic Affairs Robert Neely and Vice Chancellor for Finance and Administration Ryan Low, will discuss the recommendations and accountability metrics for the Strategic Resource Allocation Plan, including recommended expenditures. The September meeting of the Academic and Student Affairs Committee will provide foundational information related to the Plan and will set the stage for an ongoing discussion within the Committee. This meeting will focus on the following:

- Overview of work of the Academic & Student Affairs Committee and SRAP for Academic Year 2017-2018
- Review and discussion of the Hanover Peer Project and relationship to SRAP metrics
- Discussion of SRAP Metrics
  - KPIs
  - Dashboard strategies
- Discussion of recommendation from July BOT meeting and need to amend related to timeframe

6. TEXT OF PROPOSED RESOLUTION:

That the Academic and Student Affairs Committee approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the September 17-18, 2017 Board Meeting.

That the Board of Trustees amend the motion passed at the July 2017 Board meeting to include the three years necessary to operationalize the investments identified and direct the Treasurer to effect the transfer of funds, as appropriate, and incorporate into the FY2018-FY2020 Operating Budget for the University of Maine System the following expenditure of funds:

- Enrollment Management for Small Campuses, $375,000 in FY2018, FY2019 and FY2020
- Institutional Research & Reporting Team, $268,450 in FY2018, FY2019 and FY2020
- Student Success Early Warning Tool, $183,000 in FY2018, FY2019 and FY2020
- Academic Transformation Innovation Fund, $550,000 in FY2018, FY2019 and FY2020
Strategic Resource Allocation Planning

Board of Trustees Update

July 2017

Dr. Rebecca M. Wyke
Board of Trustees Priority Outcomes

Primary Outcomes:
• Increase Enrollment
• Improve Student Success & Completion
• Enhance Fiscal Positioning
• Support Maine through Research & Economic Development

Secondary Outcomes:
• Relevant Academic Programming
• University Workforce Engagement
## Resources Available to Support the Plan

**FY2018 – FY2020**

<table>
<thead>
<tr>
<th>Proposed Resources</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early College Appropriation*</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>0</td>
</tr>
<tr>
<td>Administrative Review Savings</td>
<td>3,076,740</td>
<td>3,076,740</td>
<td>3,076,740</td>
</tr>
<tr>
<td>30% of New Appropriation</td>
<td>225,000</td>
<td>225,000</td>
<td>225,000</td>
</tr>
<tr>
<td>Surplus Temporary Investment Income</td>
<td>4,043,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-total by Year</td>
<td><strong>$8,844,740</strong></td>
<td><strong>$4,801,740</strong></td>
<td><strong>$3,301,740</strong></td>
</tr>
</tbody>
</table>

**TOTAL**                                     |           |           | **$16,948,220** |
# Recommended Investments & Metrics

## FY2018 – FY2020

### Proposed Investments: Increase Enrollment

<table>
<thead>
<tr>
<th>Proposed Investment</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early College: NACEP Standards for QC</td>
<td>1,500,000</td>
<td>1,500,000</td>
<td>TBD*</td>
</tr>
<tr>
<td>Enrollment Management for Small Campuses</td>
<td>375,000</td>
<td>375,000</td>
<td>375,000</td>
</tr>
<tr>
<td>Market Research</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Marketing of Academic Programs</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
</tr>
</tbody>
</table>

**Sub-total Increase Enrollment**

|                  | $2,275,000 | $2,275,000 | $775,000 |

### Metric

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve or exceed the 5-year enrollment management projections and the corresponding revenue estimates in the MYFA</td>
<td>Year over year improvement to achieve/exceed overall 9.5% enrollment increase by FY22*</td>
</tr>
</tbody>
</table>
# Recommended Investments & Metrics

## FY2018 – FY2020

### Proposed Investments: Improve Student Success & Completion

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Research &amp; Reporting Team</td>
<td>684,164</td>
<td>701,268</td>
<td>718,798</td>
</tr>
<tr>
<td>Student Success Early Warning Tool</td>
<td>183,000</td>
<td>115,000</td>
<td>115,000</td>
</tr>
<tr>
<td>Professional Development for EM &amp; Advising</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Sub-total Improve Student Success &amp; Completion</strong></td>
<td><strong>$967,164</strong></td>
<td><strong>$916,268</strong></td>
<td><strong>$933,798</strong></td>
</tr>
</tbody>
</table>

### Metric

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve retention and completion rates equivalent to or better than peer institutions</td>
<td>Year over year improvement to achieve/exceed peer benchmark* of X% retention and X% completion rates</td>
</tr>
<tr>
<td>Achieve student satisfaction/engagement rates equivalent to or better than peer institutions</td>
<td>Year over year improvement to achieve/exceed peer benchmark* of X% satisfaction/engagement</td>
</tr>
<tr>
<td>Demonstrate through alumni satisfaction surveys that UMS graduates indicate they are well-prepared for the workforce or graduate education</td>
<td>X% of graduates indicate they are well-prepared for workforce or graduate education**</td>
</tr>
<tr>
<td>Reduce the average debt of students within the UMS</td>
<td>Year over year improvement to achieve/exceed peer benchmark* of $X average debt</td>
</tr>
</tbody>
</table>
## Recommended Investments & Metrics

**FY2018 – FY2020**

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate the Structural Budget Gap</td>
<td>Year over year decrease in the structural gap with elimination of the gap by FY21 or sooner</td>
</tr>
<tr>
<td>Achieve year over year improvement in the Core Financial Ratios</td>
<td>Year over year improvement to achieve/exceed Composite Financial Index of 3.0 by FY22*</td>
</tr>
<tr>
<td>Acquire the investment funds necessary for implementation of the Strategic Resource Allocation Plan</td>
<td>Achieve appropriation targets for FY18 to FY22</td>
</tr>
</tbody>
</table>

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Recommended Investments & Metrics

FY2018 – FY2020

Maine’s Public Universities ~ Building Futures, Strengthening Maine
Recommended Investments & Metrics
FY2018 – FY2020

Proposed Investments: Support Maine Research & Economic Development

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Reinvestment Fund</td>
<td>2,100,000</td>
<td>2,100,000</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Sub-total Support Maine Research &amp; Economic Dev</strong></td>
<td><strong>$2,100,000</strong></td>
<td><strong>$2,100,000</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

**Metric**

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase investment in R&amp;ED initiatives that support Maine business and industry</td>
<td>Achieve MEIF targets for FY18 to FY22</td>
</tr>
<tr>
<td>Increase number of commercialization and other partnerships with Maine industry</td>
<td>Year over year improvement to achieve X new partnerships by FY22*</td>
</tr>
<tr>
<td>Demonstrate through impact studies by major programs an upward trend-line of economic impact on relevant industries</td>
<td>Year over year improvement to achieve X% economic impact by FY22*</td>
</tr>
<tr>
<td>Demonstrate through impact studies by campus an upward trend-line of community engagement and investment</td>
<td>Year over year improvement to achieve X% engagement by FY22*</td>
</tr>
<tr>
<td>Demonstrate through employer satisfaction surveys that UMS graduates are meeting demands for labor, including for specific skills and occupations, and that graduates are well-prepared to fill workforce needs</td>
<td>X% of employers indicate satisfaction with graduates*</td>
</tr>
</tbody>
</table>
## Proposed Investments: Relevant Academic Programming

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Programming Innovation Fund</td>
<td>825,000</td>
<td>825,000</td>
</tr>
<tr>
<td><strong>Sub-total Relevant Academic Programming</strong></td>
<td>$825,000</td>
<td>$825,000</td>
</tr>
</tbody>
</table>

### Proposed Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track program vitality through ongoing development of sustainable, innovative programs that meet regional and state needs</td>
<td>Identify programs for examination on the basis of three-year rolling averages of: number of graduates per year (5 per UG program, 3 per master’s program and 2 per doctoral program), number of undergraduate majors (15), and number of program faculty (3)</td>
</tr>
<tr>
<td>Increase student access and success through ongoing development of sustainable, innovative programs that meet regional and state needs</td>
<td>Increase the number of new or revamped programs by a minimum of 2 per year</td>
</tr>
<tr>
<td>Leverage faculty expertise and resources through shared program delivery</td>
<td>Increase the number of programs by at least 2 per year, with 12 multi-campus programs in place, or under review for implementation by faculty review Senates/Assemblies or NEASC</td>
</tr>
<tr>
<td>Quantify the market opportunities for growth of online programs aligned with university capacity</td>
<td>Quantify/identify market opportunities for new online programs by March 2018</td>
</tr>
</tbody>
</table>
Recommended Investments & Metrics
FY2018 – FY2020

<table>
<thead>
<tr>
<th>Proposed Investments: University Workforce Engagement</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Engagement Survey Tool</td>
<td>0</td>
<td>20,000</td>
<td>0</td>
</tr>
<tr>
<td>Sub-total University Workforce Engagement</td>
<td>0</td>
<td>$20,000</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>5-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrate through employee engagement surveys continual improvement in engagement scores and the penetration of vision and values</td>
<td>77% of faculty and staff feel positively engaged in their job role and 67% feel sure about the direction, vision and values of the University <em>(represents 5% improvement for each metric)</em></td>
</tr>
</tbody>
</table>
Gaps: Based on Current Resources

- MaineStreet Data Clean-up Phase II
- Student Retention Incentives
- Student Navigators & Transfer Counselors
- Community Engagement Innovation Fund
- Employee Performance-based Recognition & Rewards
- Continued Funding for the plan in FY2021 & FY2022
ThinkMissionExcellence.maine.edu

- Visit the website and review:
  - Board of Trustees Priority Outcomes
  - Strategic Resource Allocation Planning Reports
  - Survey Results
AGENDA ITEM SUMMARY

1. NAME OF ITEM: FY2018 Academic and Student Affairs Committee Work Plan Review

2. INITIATED BY: Gregory G. Johnson, Chair

3. BOARD INFORMATION: X

   BOARD ACTION:

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

   Annually, a work plan for the Academic and Student Affairs Committee is formulated. The work plan is intended to cover both action items required for governance of the University of Maine System and those topics of importance and interest to the Board. Trustee Johnson will review the draft plan with the Committee in preparation for inclusion in the September Board of Trustee meeting materials.

08/25/17
### Academic and Student Affairs Committee (ASA)

#### Work Plan FY2018

**September ASA**
- Academic Transformation: Update and recommendations
  - Early College: Update on Timeline (full report at November ASA)
  - Programs for Examination: Discussion and **Formalizing in Academic Administrative Procedure** (endorsement)
  - Cybersecurity Transition
  - Introduction of Dr. Robert Placido

**Strategic Resource Allocation Plan (SRAP)**
- Overview of work of ASA and SRAP for Academic Year (AY) 2017-2018
- Review and discussion of the Hanover Peer Project and relationship to SRAP metrics
- Discussion of SRAP Metrics:
  - KPIs
  - Dashboard Strategies
- **Discussion of recommendation from July BOT meeting and need to amend related to timeframe***

**Review and Discussion of ASA Work plan**

**Faculty Representative Discussion Topic**

**Student Representative Discussion Topic**

**September BOT**
- ASA Work plan 2016-2017
- Action associated with SRAP
- Programs for Examination endorsement

**November ASA**
- **Awarding of Academic Degrees (annual)**
- SRAP – Discussion Topic: Enrollment
- Academic Transformation: Updates and Recommendations
  - Early College: Recommendations and Next Steps
  - Maine Nursing Summit Outcome
  - Academic Practice/Policy Changes: Revised Program Approval Process
  - 2017-2018 Program Innovation Fund Strategy

**Graduate Research Programs: Student Experience**
Faculty Representative Discussion Topic
Student Representative Discussion Topic

November BOT
(Dec. 19-20)
Fall Enrollment Report
Awarding of Academic Degrees
(Consent Agenda)
Academic Calendar: AY 2018-2019, AY 2019-2020

2018

January
ASA
Academic Transformation: Updates and Recommendations
- UMS Online Strategies
- IR and Data Governance Organization and Reporting
SRAP – Discussion Topic: Enrollment – Graduate Programs
State Attainment: Maine Workforce and Education Coalition: UMS role and next steps
Student Representatives Discussion Topic
Faculty Representatives Discussion Topic

January BOT
(Jan. 28-29)
TBD

March ASA
Review and recommendations: tenure nominations
(Joint with HR/LR Committee)
Student Conduct Code: Three year review
Academic Transformation: Updates and Recommendations
- Programs for Examination: 2017-2018 Outcome
- Program Innovation Fund progress
- Continuation: IR & Data Governance
Spring Enrollment Report
Student Representatives Discussion Topic
Faculty Representatives Discussion Topic

March BOT
(March 18-19)
Tenure Recommendations
Student Conduct Code
Spring Enrollment Report

May ASA
Academic Transformation: Updates and Recommendations
- Outcome of 2017-2018 Program Innovation Fund Effort
• Report on 2016-2017 Program Innovation Fund Project Implementation
• Report on New Academic Initiatives
SRAP – Discussion Topic: Student Success (Retention, Persistence and Completion), focus on first generation students
Student Representatives Discussion Topic
Faculty Representatives Discussion Topic

May BOT
(May 20-21)

July BOT
(July 16)

July

ASA

Academic Transformation: Updates and Recommendations
SRAP – Discussion Topic: Veterans
Student Representatives Discussion Topic
Faculty Representatives Discussion Topic

WE WOULD LIKE TO DISCUSS A JULY HIATUS FOR ASA DUE TO DIFFICULT SCHEDULING

*Four items approved for FY 2018 need to be approved for FY 2019 and FY 2020

This work plan is draft and will be updated based on topics to be added by the Vice Chancellor for Academic Affairs and Chief Student Affairs Officer. Other topics will be added as needed or required for decision making. Work plan will be updated as the Faculty and Student Representatives present their individual items. Items in red are action items.
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Faculty Representatives: Discussion

2. INITIATED BY: Gregory G. Johnson, Chair

3. BOARD INFORMATION: X

4. BOARD ACTION:

5. OUTCOME: BOARD POLICY:

5. BACKGROUND:

The Faculty Representatives to the Board of Trustees have determined an agenda of topical areas they would like to address with the Academic and Student Affairs Committee. They will discuss these with the Committee.
AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Student Representatives: Discussion

2. **INITIATED BY:** Gregory G. Johnson, Chair

3. **BOARD INFORMATION:** X **BOARD ACTION:**

4. **OUTCOME:**

5. **BACKGROUND:**

   The Student Representatives to the Board of Trustees have determined an agenda of topical areas they would like to address with the Academic and Student Affairs Committee. They will discuss these with the Committee; the discussion will be led by Samuel Borer, UM Student Representative to the Board of Trustees.