

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
Rudman Conference Room, 253 Estabrooke Hall, Orono

May 14, 2018

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair (at USM); James Erwin (at USM), Karl Turner (at USM), Betsy Timm (at USM), and Trevor Hustus (at USM). **Other Trustees:** David MacMahon (at USM). **Chancellor:** James Page (at USM). **Presidents:** Susan Hunter, Glenn Cummings (at USM), Kate Foster (at UMF), John Short (at UMFK), and Ray Rice (at UMPI). **Faculty Representatives:** Liz Turesky (at USM), Lisa Leduc (at UMPI), Clyde Mitchell (at UMA), Patti Miles, and Tim Surette. **Student Representatives:** Sam Borer, and Teresa Plummer (at USM). **System Staff:** Dan Demerit (at UMA), Ryan Low (at UMA), Ellen Doughty, Carol Kim (at USM), Robert Neely (at USM), Robert Placido (Texas), Amy Hubbard (at USM), Rosa Redonnett (at USM), Jim Thelen (at USM), Mark Schmelz, and Samantha Warren (at USM). **Others Present:** Steve Gammon (at UMFK), Jeff St. John, Jeannine Uzzi (at USM), Khodadad Varahramyan, John Rebar, Kay Kimball (at UMM), Donna Seppy (at UMA), Matt Morin (at UMFK), and Harlan Onsrund.

Committee Members Absent: Lisa Eames and Michelle Hood.

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

Focus Maine: Update. Chancellor James Page and Executive Director of Cooperative Extension John Rebar provided an overview of FocusMaine and discussed ways this privately led initiative can collaborate with the UMS. FocusMaine is a private-sector-led group of Maine leaders focused on enhancing business development in Maine in two select key industries. Its mission is to accelerate the creation of 20,000 quality jobs in traded sectors in ten years. FocusMaine has a vision to become a unifying platform for growing jobs across the state in the food and biopharma sectors, supported by growth in knowledge workers. Within the two identified sectors that show the potential for growth, there is strong alignment with the assets and goals of the UMS. The food-based economy in Maine is growing in several different ways. Commercial agriculture is diversifying with the introduction or development of new crops (hops), or a greater emphasis on crops that were grown in Maine in the past (wheat, barley). The market for farmed seafood products through aquaculture is growing at a very fast rate. Wild caught or harvested seafood is simply unavailable to meet market demand. The second area identified for growth is biopharmaceutical development and manufacturing. It is evident that the greater Boston area is a hub for this sector. The opportunity exists to extend that sphere of economic activity into Maine. The UMS can be a valuable asset in creating the trained workforce that can fill jobs created by companies wanting to start up in Maine

The UMS has been part of FocusMaine since it was created in 2014. Chancellor Page serves on the Academic Advisory Team that advises the Leadership team for FocusMaine. The UMaine Cooperative Extension Executive Director John Rebar is a member of the Agriculture Implementation Team. Several UMS leaders have served as resource providers to the FocusMaine prioritization process. FocusMaine hired its first President, Dr. Kimberly Hamilton in 2017. Dr. Hamilton is actively seeking to understand the opportunities identified by FocusMaine and the challenges that exist to reaching the

ambitious goal of creating 20,000 jobs in the next decade. Dr. Hamilton is advocating for a stronger collaborative relationship between FocusMaine and the UMS. Dr. Hamilton has expressed the belief that to attain the goals of FocusMaine and for the long-term sustainability of the target industries, a deeper partnership with the UMS is necessary. UMS has the infrastructure in technical expertise, research facilities, and workforce training and development that are essential for success on an ongoing basis. FocusMaine also believes that its efforts can provide feedback to the UMS on the needs of these industries for what career training is necessary for new workers to be successful. The UMS should be a source of higher skilled knowledge workers who will carry out non-repetitive cognitive work. There are areas where UMS faculty expertise is needed to educate and train existing workers.

Focus Maine is looking for a single point of contact for UMS. As John Rebar retires he is suggesting that Jake Ward, Vice President for Innovation and Economic Development take the lead for the short term and look for someone on a long term basis. Chancellor Page suggested inviting Dr. Hamilton to attend an Academic and Student Affairs Committee meeting in the Fall.

2018-2019 Program Innovation Fund (PIF). Vice Chancellor for Academic Affairs Dr. Robert Neely provided information on the Program Innovation Fund (PIF) and summarized proposals recommended for funding. The UMS 2017-2018 Program Innovation Fund process formally began on October 16, 2017 with the submission of pre-proposals from interested faculty on each of the seven campuses. At that time, 43 pre-proposals were received and evaluated, with 22 invited for submission of a full proposal. Nineteen full proposals were received by the due date of March 23, 2018. Each of those proposals were reviewed by members of the Chief Academic Officers Council (CAOC), with each proposal receiving at least three reviews. The major agenda topic for the May 3, 2018 CAOC meeting included ample time for thorough discussion of the proposals, culminating with recommendations regarding funding and prioritization of proposals to the Vice Chancellor for Academic Affairs. The three essential criteria for the 2017-2018 PIF cycle included collaborative programming, enrollment growth, and career readiness.

The first project proposal, ***Putting History to Work - Expanding Skill Development and Career Pathways for History and Art History majors across the UMS*** will focus on skills development and career readiness. It will have a targeted approach to skills-based, professional minors in History & Art History with an emphasis on digital literacy. It will also include the creation of two – one credit career exploration courses offered to sophomores, a professional development summit for History and Art History faculty, and an internship program for all majors. The proposal will include collaboration between UM and USM but may have broader applicability and engagement for other UMS Universities.

The second project proposal, ***UMFK and UMPI Collaborative Baccalaureate Nursing Program*** will focus on nursing production and will launch with a UMFK and UMPI collaboration. Approximately 25 – 30 nursing students per year are anticipated at UMPI and the funding that the proposal is seeking will primarily be used for nursing skills labs and to support the addition of one new nursing faculty member during the launch as sustaining revenues are achieved. Given the nature of the Nursing curriculum, goals and outcomes are already well defined relative to the Commission on Collegiate Nursing Education (CCNE), the National Council Licensure Examination (N-CLEX) testing and the American Association of Colleges of Nursing (AACN).

The third project proposal, ***Comprehensive Data Science*** will focus on educational pathways in the Digital Sciences. It will include data science modules for middle and high school students. Certificates and minors for non-major programs such as Data Analytics, Data Visualization, and Web Technologies will be available. UMA intends to plan for an online bachelor's degree in Data Science which will be a feeder to a USM master's degree. The proposal will integrate activities with support from the Advanced

Computer Group (ACG) and will initially launch with collaboration between UM, UMM, and USM but could potentially be accessible across the UMS.

The fourth and final project proposal, **Helping UMS Outcomes Statement Take Place** will focus on piloting new learning outcomes and assessments in first year writing. This will be an extension of original English Program Integration Team work and of PIF work from this past year to identify common learning outcomes in 1st year writing courses. The project will include integration and assessment of outcomes in 1st year writing courses in the coming year and workshops to help instructors translate outcomes into teaching practices. It will continue collaboration among UMF, UMM, UM, UMPI and USM; with intent to expand to include UMFK, UMA-Bangor, and USM-Lewiston.

These four proposals will be fully funded. Seed funding was awarded to two other proposals: Sustainability Model: "SMOD" and Information Technology and Multi-Modality: Writing and Designing Across the Curriculum.

Online Program Management: Overview and Update: Vice Chancellor Neely provided an overview of the progress that has been made in identifying an Online Program Management provider for the University of Maine System. The UMS initiated a Request for Proposal (RFP) process through the UMS Office of Strategic Procurement to explore services that could potentially be provided by an Online Management Provider (OMP). The intent of the RFP was to evaluate consulting services and/or products and services to expand the national reach and responsiveness of the System campuses' online offerings. More specifically, the goal is to strategically explore a set of priority programs for which collaboration with an OMP represents high potential to increase student enrollment and graduation to meet the workforce and educational needs in and outside of Maine. The expectations of service from an OMP include market research, effective marketing strategies, lead generation, instructional design support, subject matter expertise as needed, student performance tracking, and general management support.

As a result of the RFP process, Academic Partnerships, a privately-held company serving more than 50 universities to grow online markets was selected. Academic Partnerships focuses on partnering with public universities. With Academic Partnerships identified as a potential partner, a first exploratory conversation was held on April 24, 2018 with the Chief Academic Officers Council (CAOC) to determine if any program candidates exist for which the consultant and the UMS would be mutually interested. Should such programs exist for further exploration, future meetings with Academic Partnerships and key campus constituencies such as the President's Council and Information Technology (IT) will be held. The first group of programs that would be proposed are graduate programs in nursing, education, and business. The second phase could be digital/technology, professional master's in health care, and undergraduate programs.

Early College Update. Associate Vice Chancellor for Academic Affairs Dr. Carol Kim provided an update on Early College. Dr. Kim introduced the newly hired Early College Lead Coordinator, Dr. Amy Hubbard. Dr. Kim explained that Dr. Hubbard is a graduate from the University of Maine Higher Education Doctoral program and her dissertation research focused on Early College with a concentration on Maine's Community College System. While teaching Science at Bonney Eagle High School, Dr. Hubbard taught an Early College program giving her even more insight into the Early College experience.

Dr. Hubbard provided an overview of the current and next steps to develop the UMS Early College program. She explained that the Early College Campus Coordinators met in May and discussed planning Faculty Development events to learn how to enrich the UMS Early College program and to

encourage collaboration between the campuses. They are looking at an Early College software management program for enrollment. The Early College team is developing campus specific Pathway to Career Programs to help streamline students from Early College to the UMS and to post college careers by partnering with community businesses. They will be piloting this program this fall at a few of the UMS campuses. They are also working on marketing the UMS Early College program by developing the Early College website and providing infographics to be distributed at high schools State-wide.

University of Maine Research Update. Vice President for Research and Dean of the Graduate School at the University of Maine Dr. Khodadad Varahramyan presented an overview of the University of Maine research enterprise. Research funding for FY2017 included 353 Awards, 573 Submissions \$57 million total awards and \$99.5 million total research expenditures. The University of Maine has 15 Research Centers and Institutes. UM has identified seven signature research areas and six emerging research areas of focus. The signature areas had a total of \$41.6 million in grants for FY2017.

The Maine Established Program to Stimulate Competitive Research (EPSCoR) awarded a Track 1, \$20 million, 5 year grant to the Sustainable Ecological Aquaculture Network (SEANET). SEANET is in its fourth year and has received \$16 million to date. SEANET currently has 27 graduate student fellow researchers. The UMaine Higher Education Research and Development (HERD) ranking is lower than other comparable New England universities such as the University of Rhode Island, the University of Vermont, and the University of New Hampshire. This is true for FY2014, FY2015 and FY2016. One explanation for this is that UMaine has less tenured and tenure eligible faculty then the other universities. The Maine Economic Improvement Fund (MEIF) base appropriation to UMaine for FY2018 is \$13.2 million and UMaine also added in \$5.8 million of unrestricted support bringing the total funds to \$19 million. 76% if these funds are being utilized for salaries, wages and benefits for researchers. UMaine's Research Department has a budget deficit of 30%. If mitigation isn't made, the deficit will grow to 39% for FY2019. Dr. Varahramyan recommends reductions to ongoing operating commitments and moving identified salaries to UMaine's E&G fund to mitigate the growing deficit.

The recommended investments to continue to improve the UMaine Research Program are to increase faculty and junior faculty totals, assign new faculty to dedicated research units, and to renew the Research Reinvestment Fund (RRF) at \$2.5 million per year for five years. Dr. Varahramyan also suggested allocating 50% of the indirect cost recovery funds generated from external grants to support the strategic roadmap needed actions and to compensate for the MEIF limitations.

Faculty Representatives Discussion. The Faculty Representatives who were present at the meeting had a discussion about Board of Trustees Policy 214 – Institutional Authority on Political Matters which was approved by the Board at the March 2018 Board of Trustees meeting during the faculty's Spring break. The vote occurred after over four months of review and feedback between faculty and the General Counsel's Office. General Counsel and Chief of Staff Mr. James Thelen explained that in the 2 months since Board Policy 214 was passed there have been some questions about the Policy; however there have not been any known Policy violations thus far. The Faculty Representatives also raised concern with the scheduling of Board meetings during Spring break. Another issue was raised by the UMA Faculty Representative, Tim Surette, related to the common calendar and requested that the one week Spring break be scheduled the same week as vacation on the K-12 grade calendar.

Student Representatives Discussion. The Student Representatives who were present had a discussion on the naming of a building after Clarence Little. The Student Representatives expressed concern with the naming of the building because of the history of Clarence Little and his views.

Executive Session

On a motion by Trustee Hustus, which was seconded by Trustee Turner, and approved by all members present, the Academic & Student Affairs Committee went into executive session under the following provision:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties.

On a motion by Trustee Hustus, which was seconded by Trustee Turner, the Committee concluded the Executive Session.

On a motion by Trustee Turner, which was seconded by Trustee Timm, the Academic and Student Affairs Committee agreed to forward these items to the May 20 & 21, 2018 Board of Trustees meeting for approval of the following resolutions:

That the Board of Trustees approves tenure at the rank of Professor of Computer Science at the University of Maine to Dr. Penny Rheingans, with tenure to be effective August 1, 2018, in accordance with Board Policy.

On a motion by Trustee Hustus, which was seconded by Trustee Timm, the Academic and Student Affairs Committee agreed to forward these items to the May 20 & 21, 2018 Board of Trustees meeting for approval of the following resolutions:

That the Board of Trustees approves tenure at the rank of Associate Professor of Economics at the University of Southern Maine to Dr. Vaishali Mamgain with tenure to be effective September 1, 2018, in accordance with Board Policy, subject to clarification of statements in the resume.

On a motion by Trustee Turner, which was seconded by Trustee Timm, the Academic and Student Affairs Committee agreed to forward these items to the May 20 & 21, 2018 Board of Trustees meeting for approval of the following resolutions:

That the Board of Trustees approves tenure at the rank of Professor in the Maine Business School at the University of Maine to Dr. J. Michael Weber with tenure to be effective July 1, 2018, in accordance with Board Policy.

Additional information about the meeting can be found on the Board of Trustees website:

<http://staticweb.maine.edu/wp-content/uploads/2018/05/meeting-materials-revised-052318.pdf?0d0f03>

Adjournment,
Heather A. Massey for
Ellen N. Doughty, Clerk