

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine at Farmington
March 18, 2007

Board of Trustees Meeting (Ad Hoc Meeting)

Present: Margaret Weston, Chair; Jean Flahive, Susan Gendron, Chad Marquis, Marjorie Medd, James Mullen, and Lyndel Wishcamper. **Absent:** Judith Andrucki, Gregory Cyr, James Dowe, Charles Johnson, William Johnson, Barry McCrum, Paul Mitchell, Victoria Murphy, and Charles O'Leary. **Chancellor:** Terrence MacTaggart. **Faculty Representatives:** Raymond Albert, Terry Colby, Grace Denison, Shallee Page, Robert Rice, Christina Standefer, and Fred Walker. **Student Representatives:** CJ Bernard, Brian Clark, Marie Follayttar, Heather Hickey, Jeremy Logan, Aaron Robinson, Samantha Starrett, and Eben Strout. **University Presidents:** Richard Cost, Cynthia Huggins, Theodora Kalikow, Robert Kennedy, Richard Randall, Richard Pattenau, and Donald Zillman. **Chancellor's Staff:** James Breece, Tracy Bigney, John Diamond, Frank Gerry, John Lisnik, Kelley Wiltbank, Michael Sauda, and Joanne Yestramski. **Press and Public.**

Chair's Agenda and Report. Trustee Weston thanked everyone for attending and Called to Order an Ad Hoc Meeting of the Board of Trustees. Because there was not a quorum for the meetings either day, the Board will not vote on any action items.

Trustee Weston announced the nomination of Wayne Newell from Princeton and the reappointment of William Johnson to the Board of Trustees for the University of Maine System. Trustee James Mullen was thanked for his dedication, service, and leadership to the University of Maine System for the past 10 years. Mr. Matthew Rodrique was present at the meeting and welcomed. Mr. Rodrique is the former Student Trustee and is currently a student at the Harvard Business School pursuing an MBA and is being considered as a Baker Scholar.

Chancellor's Report. Chancellor Terrence MacTaggart asked President Theodora Kalikow to provide an update on the transition to the four credit curriculum at UMF and President Donald Zillman to speak on Masters of Education degree program.

UMF Four Credit Curriculum

President Kalikow welcomed the Board of Trustees to the University of Maine at Farmington. This is the first year of the transition to the four credit curriculum. The reasons for the change to the four credit curriculum included increasing academic standards, increasing rigor, more opportunities for complex projects and writing assignments, service learning, and undergraduate research. UMF also wanted to align the curriculum with typical liberal arts colleges. UMF hoped to improve student retention and four year graduation rates. This transition was a huge undertaking for the faculty. The students report that their work load has increased and the average credit hour per student has increased. The gate counts in the library have increased as well as appointments in the writing clinic. UMF will be doing assessment data this spring through the NSSE survey and the faculty survey and the data will be compared to last year's data to get an indication of student and faculty satisfaction. It will take time to measure the impact of a shift in the academic culture of this magnitude. There were some concerns with the negative impacts of fragmentation with faculty teaching four courses per term while students take five courses.

Master of Education Degree Program

President Donald Zillman provided an update on the Master of Education degree program. One component of the Strategic Plan was encouraging the Consortium campuses to seek more efficiencies in the way they work and to provide greater service to their geographic areas. Out of the Strategic Plan was a clear need from the Consortium communities for a Masters Degree in Education for the K-12 working teachers. There has been a collaborative effort from all parts of the System including the Consortium campuses, USM and UM to develop this program. The students from UMFK, UMPI, and UMM will have a combination of live site instruction and Polycom/internet courses. The Houlton Center will be used to bring all of the students to one area. There is a strong mix of faculty from several campuses and by next month it is hoped that they will begin accepting registrations for courses to start in the fall. With a one course a semester pace, a student would graduate within five years.

Chancellor MacTaggart thanked Presidents Zillman, Huggins, Cost, Pattenaude, and Kennedy for their efforts with this program. Chancellor MacTaggart also thanked President Zillman for his dedication and leadership at UMPI.

Dr. George Kuh

Chancellor MacTaggart commented that Dr. George Kuh, Chancellor's Professor of Higher Education and Director, Center for Postsecondary Research at Indiana University Bloomington will be providing a presentation tomorrow on the National Survey of Student Engagement (NSSE). Dr. Kuh is an expert in this field and the UMS is very fortunate to have him as a guest speaker for the Board meeting.

Legislative Affairs

Mr. John Lisnik, Assistant to the Chancellor for Legislative Affairs, provided an update on legislative issues, R&D Bonds, and Capital Bonds. The Governor will announce on March 19, 2007 the bond proposals. The R&D package will impact UM and USM by approximately \$130 million over three years. The Governor's proposal for Capital bond is \$17 million. Public hearings on the Governor's bond proposals are scheduled for March 26, 27, and 28. The work session is scheduled for March 29 & 30 and vote by the legislature on the bond proposals is scheduled for April 2nd.

Chancellor MacTaggart thanked Mr. Lisnik for his representation of the University of Maine System with the Legislature.

Approval of the Board Meeting Schedule & Calendar for 2007-08 and 2008-09 Academic Years.

Trustee Weston discussed the Board Meeting Schedule and Calendar for 2007-08 and 2008-09 Academic Years, mindful of the University System's Charter and the Board's By-laws, the proposed Board Meeting Schedule and Calendar ensures that the annual meeting is the last regular meeting scheduled in the fiscal year, that the minimum of four regular meetings has been met with at least one scheduled in each calendar quarter, and that meetings are held at the various campuses whenever reasonably practical. Finally, in order to allow as much flexibility as possible in planning schedules, the proposed calendar has been developed on a 2-year cycle.

Trustee Weston suggested looking at the Board By-laws for emergency procedures for Board meeting participation.

Board of Trustee Statement on Shared Governance. Trustee Weston thanked Professors Christine Standefer and Robert Rice for their efforts on the Shared Governance Committee. In December 2004, in response to a request of the Faculty Representatives to the Board, the Board of Trustees established a joint committee to study shared governance. The committee was charged with exploring “ways to improve communication and information exchange between the Faculty Representatives and the Board of Trustees and to strengthen the role of faculty in University of Maine System planning.” The committee was co-chaired by Trustee Margaret Weston and Professor Christine Standefer. As a result of these discussions, the joint committee concluded that there was a need for a statement about communication and cross-functional participation in decision making, with a desire to keep the statement as simple as possible.

Statement on Shared Governance

The University of Maine System is a public body created by charter and state statutes to carry out responsibilities on behalf of the citizens of Maine. Authority to carry out these responsibilities is vested in the Board of Trustees, appointed by the Governor and confirmed by the Legislature. The following statement on Shared Governance expresses the System’s commitment to fostering an atmosphere of trust, communication, and participation. The statement, however, is in no way intended to jeopardize, modify or minimize the authority of the Board of Trustees assigned by the State of Maine.

Shared governance relates to collaboration in specific areas where the mission of a University is strengthened by the joint participation of administrators and faculty members. Shared governance does not mean everything has to be done by joint efforts or by delegating decision making to faculty members; rather, it is an approach whereby the talents and collective intelligence of the university community are used to make effective and efficient decisions in specific areas.

The Board of Trustees affirms its support of governance systems and processes that are characterized by collaboration between the Board, the administration, faculty, students and staff in communication and decision making. Collaboration benefits the quality of education by:

Creating an atmosphere that fosters trust: Effective decision-making depends on accountability and the development of trust among the parties. This trust then provides the foundation for effective activities and efficient use of participants’ time and reflects the collective knowledge of both faculty members and administrators.

Enhancing communication and participation: Effective communication is essential for successful shared governance. With respect to major decisions that could affect the educational process, such as budgeting, communication and program changes, input from all involved groups should be sought early in the process and final decisions should be communicated to all parties. Channels for communication should be widely known and participation encouraged.

Encouraging participation and efficiency: Those involved in shared governance need to be sufficiently informed to participate effectively. Efficiency in implementing decisions is the result of clearly defined roles and willing participation or understanding among those affected. Suitable resources and support must be made available for effective and efficient implementation of collaborative decisions.

Through governance bodies established at the university level, and through the roles of faculty and student representatives to the Board of Trustees, the University of Maine System Board of Trustees strives to strengthen communication and participation of faculty, students and staff.

At the university level, there are three major areas in which shared governance plays a role, as described below:

1. Academic policies.

2. Peer Review and Academic Administrative Selection processes
3. Budget and Strategic Planning

Faculty have a critical role in fundamental areas such as curriculum, instruction, research and student life. Faculty engagement in these areas is important to assure the competence and quality of university graduates.

Faculty participate in the selection and review of their peers, including recommendations for appointment, reappointment, promotion and tenure, in accordance with the boundaries of the collective bargaining agreement. Faculty also participate in the selection process for academic administrators.

In major decisions regarding the direction of the university, such as mission, strategic plans and budgets, it is desirable that input be sought from all involved groups early in the process and that final decisions be communicated to all parties. Channels for communication, consultation and information dissemination should be widely known and documented. Faculty participation in discussion of these topics should be encouraged.

Policy

Each university is expected to have in place a policy that clearly outlines how collaborative discussion of critical academic issues occurs at the university. This policy will be consistent with the guidelines in this document and in most cases will be embodied in the by-laws of the faculty governance body.

Professor Standefer commented that Shared Governance is a very important issue for the campuses as well as the System. This is a positive step for the faculty and the Board. Professor Rice stated that this represents a first for the System to have the Board address the rights of the faculty and it is greatly appreciated. Chancellor MacTaggart commented that two positive items have resulted in the Strategic Plan being discussed at this meeting including the Master of Education Program and the Shared Governance Statement.

Trustee Mullen suggested under the area “Creating an atmosphere that fosters trust” adding the language “and respect.” He further stated that if we hope to foster trust we need to foster respect as well.

Appointment of the Trustee Nominating Committee. Trustee Weston explained that the appointment of subcommittees requires Board approval as outlined in the Board of Trustees By-laws Article III – Committees of the Board, Section 3.2 which states: “Ad hoc Committees may be established by vote of the Board to undertake special assignments upon completion of which the committee shall be discharged by vote of the Board. The Committees may include persons who are not members of the Board. The Chair may also appoint task forces or subcommittees in those instances where the appointment of an Ad Hoc Committee would not be practical due to minimal time requirements for its activities or the nature of the subject matter assigned.”

The Board is being asked to authorize the Chair to appoint members of the Board of Trustees to the Nominating Committee for the purpose of presenting candidates from the Board of Trustees to serve as Chair and Vice Chair for the Fiscal Year 2008.

Trustee Weston would like to appoint the following Trustees to the Trustee Nominating Committee: Charles Johnson, Chair; Paul Mitchell, and William Johnson.

Summary of Spring 2007 Enrollments. Dr. James Breece, Vice Chancellor for Academic and Student Affairs, provided an overview of the Spring 2007 enrollments. For the fifth year in a row, spring enrollments within the University of Maine System exceeds 32,000 students. Enrollment for

spring 2007 is 32,340 students, an increase of 1% from spring 2006. Full-time student enrollment is down by 63 students, while part-time students saw an increase of 374 students, or 3%. Full-time equivalent (FTE) enrollment compared to last year, increased by 19 FTE students and was the second highest year in UMS history. For this academic year, spring FTE enrollment was 94% of fall FTE enrollment. In-state enrollment, representing 88% of the student body, increased by 263 students and out-of-state enrollment increased by 48 students representing the other 12% of the student body. International students increased by 20 students and represent 3% of the student body. Distance learning enrollment increased nearly 5% from last spring, with nearly 74% (2,523 students) enrolled solely in distance learning courses. Students in distance learning courses represent 8% of the student body.

Trustee Wishcamper asked what do the enrollment numbers tell us and are there any actions or lessons derived from the data? Chancellor MacTaggart responded by stating with a third of our total cost covered by State appropriations and going down, UMS institutions are State chartered and partially subsidized so they need to operate much more like private institutions. While the State is not going to have all of the funding that the UMS will require to keep tuition at the rate of inflation, there is still an expectation that higher education is a utility in Maine and it should be cheap and widely available. This is a conflict that the UMS will continue to face. With the decline in high school graduation rates, we need to focus on quality and branding to keep students in the state while attracting more out-of-state students. The enrollment data truly outlines the challenge for the UMS going forward.

Chancellor MacTaggart asked the Presidents to comment on their competitive situation and the topics and issues the campuses are dealing with regarding marketing, pricing, and perceived quality.

President Randall, UMA, commented that UMA's long range planning anticipated a reduction in enrollment during the next two years as the campus transitions from an associate to a baccalaureate degree granting institution; the reduction resulting from the issues and concerns raised in the Strategic Plan about the future of UMA. UMA had a slight increase this spring which was not anticipated.

President Zillman, UMPI, stated that all of the campuses are in the recruiting business today in a way that we would not have imagined twenty years ago. It is not just the outstanding athlete or the student with the superb SAT score that the campuses are going after. Rather, every student who may be coming into their doors will need some level of recruitment. If the UMS doesn't give it to them, they will be ready to look somewhere else for their higher education experience. It is a change in culture the prospective students we are responding to.

President Kennedy, UM, commented that there is a much more intense focus in all the different factors that go into the enrollment including changing demographics and price structure. These are monitored on a daily bases and adjustments are made. Recruitment is an important part of the role of the President and the Provost.

President Huggins, UMM, commented that a great deal of her time is spent on recruitment, marketing, and branding. UMM is seeing some trends and are tracking more data than in the past and it is proving to be very useful information. Enrollment has increased this spring from the fall enrollment. Their focus has been on branding and quality.

President Cost, UMKF, stated that the important thing the enrollment numbers state is quality throughout the System and as the UMS has focused on branding and quality the smaller institutions are increasing.

President Kalikow, UMF, commented that enrollment is the bedrock of everything. That is why building the brand, explaining the quality, and finding the market niche is very important for in-state and out-of-state recruiting.

President Pattenau, USM, commented that when reviewing the enrollment numbers you can not draw a homogenous conclusion. Each institution is based on mission and location with a different set of factors that drive the institution. USM had planned on an FTE decline knowing that the institution was still absorbing the impact of the Community College growth. USM is five miles from a Community College that has doubled in size in the last four years. The transfer numbers are starting to increase which is why the spring enrollment has increased. The enrollment data also reflect the importance of financial aid in order to be competitive. There is also a need to increase and strengthen marketing at the institution level as well as System-wide.

Trustee Wishcamper commented that for the enrollment data to be useful and a management tool it would be beneficial to compare the enrollment numbers to targets and at the beginning of each academic year set the targets for each campus. Then look at the actual data compared to the targets to see the reasons the targets have been met or exceeded. It would also be useful to have a report that gives the key indicators not just the enrollment numbers. Trustee Wishcamper commented that an area of potential growth could be international students. The UMS established a strategy of fighting the demographic decline in enrollment and he asked if any gains are being made with that strategy.

Dr. Breece commented that there are approximately 12 different gateways students enter into the UMS. One gateway is the traditional student which is about 54% of the UMS enrollment. Each of the campuses are working on increasing enrollments for each of the gateways. Trustee Wishcamper asked if the UMS could measure the success in each of these gateway areas.

Trustee Gendron commented that there is a great deal of work at the high school level to increase awareness and expectations about higher education. A recent initiative has been launched for the middle school students and families about going on to college. The goal is by 2010 that the current 54% will be increased to 70% of in-state traditional students enrolling in higher education. There are also curriculum changes being legislated to require every high school to demonstrate and go through an approval process so their high school program of study will ensure that every student will meet the admissions requirements for the UMS. The early college initiatives and partnerships with higher education are also key components of the goal for seniors to graduate with the credits in hand needed for higher education. She also suggested targeting the international students currently enrolled in the private high school academies.

Executive Session.

On a motion by Trustee Medd, which was seconded by Trustee Flahive, the Board of Trustees agreed to go into Executive Session under the provision of 1 MRSA Section 405 6A and 6C to discuss personnel and collective bargaining issues.

On a motion by Trustee Medd, which was seconded by Trustee Gendron, the Board of Trustees agreed to conclude the Executive Session.

Information Items. The following items were included in the agenda for information only:

- Summary of Spring 2007 Enrollments
- Update on Campus Climate for Students with Disabilities
- Student Success: Presentation by Dr. George Kuh
- Discussion with Union Leaders
- Update on Collective Bargaining
- Revenue Bond Financing/Residential Hall Sprinkler System Update
- MaineStreet Project Update (Formerly Project Enterprise)
- Agenda Calendar

Date of Next Meeting. The next meeting of the Board of Trustees will be held on May 20-21, 2007, at the University of Maine System.

Adjournment.

Ellen Doughty for
J. Kelley Wiltbank, Clerk