Rationale and Purpose
The University of Maine System faces the combined challenges of declining New England demographics, enhanced competition for students, little ability or desire to increase tuition load on Maine families and flat or declining state appropriations. In response to these challenges and in order to enhance the quality, access and variety of its academic offerings, the system must accomplish a complete, rational restructuring of its academic portfolio. This includes administrative structure, policies, procedures, and culture, with the goal of optimally positioning the academic functions of the UMS to fulfill its mission of instruction, research and public service. Strategies to meet these goals may include sharing curriculum, developing joint program and possibly departments, leveraging interactive distance technologies, and consideration of the overall portfolio of programs given state needs.

This rational restructuring will be done in a way that balances the system-wide academic portfolio while embracing the evolving differentiated missions, identities and brands of the seven unique and independently accredited universities. Fiscal and demographic pressures will drive the need for innovation and greater coordination and collaboration across UMS academics.

Charge
University of Maine System academics will restructure to enhance quality and expand access to its collective portfolio while achieving necessary fiscal efficiencies. The Chief Academic Officers (CAOs) of the UMS institutions will design and guide the development of the restructuring effort. They will establish sub-teams to investigate and report back on specific academic affairs content areas. A high-level Process Oversight Committee (POC)\(^1\) will monitor progress and engage stakeholders in developing a comprehensive change strategy to achieve the goals of quality, access and efficiency. This restructuring effort will produce an approximate targeted personnel savings in Academic Affairs of $18M over the next 4-5 years. This includes the position reductions made to balance FY15. The approximate non-personnel savings in Academic Affairs is $6M. The target savings amount will be further refined and may be offset by revenue growth. The plan will better leverage the academic capacity of faculty and staff and create an integrated academic portfolio that best serves our geographically-dispersed student population. Without undertaking this very deliberate process, personnel reductions in silos throughout our System will lead to further enrollment declines and diminishment of academic quality and access.

Responsibility and Authority
In the absence of a VCAA, two groups will have responsibility to lead this charge: The CAO group and a newly formed Process Oversight Committee. The role of each and their relationship to one another are briefly outlined.

Role of the Chief Academic Officers
The CAOs will play a central role in the academic portfolio review and reorganization process, developing ideas and strategies and identifying areas of emphasis. Initially the group will work to:

- Identify the sequence of academic programs or areas on which to focus
- Identify possible impediments to collaboration/integration and create recommendations to overcome them.

\(^1\) Formerly called the Process Advisory Group (PAG)
The CAOs will also address the potential need to:
  • Develop target reductions in FTE faculty/staff in identified program areas
  • Develop target enrollment increases to be achieved through improved coordination and alignment
  • Develop FTE faculty growth strategies in areas of high need and enrollment growth and significance to Maine

The CAOs will create sub-teams to accomplish this work and those teams will report back to the CAO group which will in turn report to the POC. Input from academic affairs stakeholders (students, faculty, staff and external community members) will be solicited in a manner to be determined by the POC and CAOs.

The initial teams may consider such topics as academic structure models operating in other university systems (including a financial analysis), the enhanced technology needed to deliver high quality academic programming across a large geographic space, and accreditation issues that need to be addressed in any reorganization effort.

**Role of the Process Oversight Committee**

The fundamental charge to the Process Oversight Committee is to oversee the process to review the academic portfolio and programs of the UMS. The Process Oversight Committee will make recommendations to the Board of Trustees on how academic programs can be restructured to meet system financial challenges while continuing to provide a high level of educational services to the people of Maine. In carrying out its charge, the Process Oversight Committee will work closely with the CAOs who, as a group and through cross-campus teams, will initiate projects and implement the substantive responsibilities of academic program review.

In particular, the Process Oversight Committee will:

  • Work with the CAOs to establish processes and revise them as needed to accomplish Academic Program Review and Integration goals
  • Assist in creating cross-campus teams to research and develop program strategies and policy recommendations
  • Vet the work of CAOs and cross-campus teams to ensure timely progress toward Academic Program Review and Integration goals
  • Monitor the implementation of academic review processes to assure communication and consultation with stakeholders
  • Communicate with stakeholder groups to assure their understanding of, and influence on, the academic review process
  • Provide regular reports to the Chancellor, Presidents’ Council, and the Board of Trustees on progress toward Board outcomes
• Members of the POC will have an important assignment as a communication liaison to their constituents
  o Every meeting will include member reports about communication delivered since last meeting and questions raised that need to be considered by the group
  o Every Presidents’ Council and CAO meeting will have a report in by their representative, in partnership with the chair
  o Every meeting will have a segment focused on past month, next month and 2 months downstream, providing everyone an alert to what is to be set up next.
• Opportunities for POC members to be sub-team leaders or participants will be a goal.

Chairs and coordination
The Oversight Committee will be chaired by Dr. Kathryn Foster (UMF). She will be responsible for establishing meeting priorities and timelines and will be in close communication with Drs. Jeffrey Hecker and Raymond Rice who will chair the CAO group for the coming year and serve on the Oversight Committee. She will work with Chancellor Page and Vice Chancellor Wyke to arrive at decisions in the case of intractable issues arising within the Oversight Committee.

Other Constituents
Faculty Senate/Assemblies of UMS campuses will be asked to provide input throughout the process regarding proposals and recommendations describing change in academic organization.

Sub-team reports will be delivered to the CAOs and POC and, following their review and any modifications, to the Presidents’ Council and Academic and Student Affairs Committee of the Board of Trustees and made broadly available through a website.

Final approval of recommendations including implementation of change in academic structure will rest with the Presidents’ Council, Chancellor and, ultimately, the Board of Trustees.  

Communication
Initiative design, sub-team reports and draft and final recommendations will be communicated through numerous avenues. Sub-team reports and draft and final recommendations will be disseminated to the CAOs, POC, President’s Council and Academic and Student Affairs Committee of the Board of Trustees and made broadly available through a website. The POC chair will make regular reports to the Presidents’ Council, Academic and Student Affairs Committee of the Board of Trustees, and full Board of Trustees. The POC chair and CAOs on the POC will be in regular, ongoing communication with the entire CAO group. The CAOs and faculty on the POC will establish procedures to insure communication to the entire faculty through the Faculty Senates/Assemblies. POC members will be responsible for communication to their respective constituent groups.

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2 This structure will serve in the interim while there is not a VCAA. When that search is successful the VCAA will be brought back into this approval process.
**Key Deliverables**

APRIP sub-teams will investigate and present recommended models that are grounded in a financial reality that matches the situation faced by the UMS. Recommendations will need to take into account the differentiated identities and specific missions that will allow individual campuses to sustainably serve their constituents while being mindful of the overarching need to cost-effectively serve the state as a collective system.

The ultimate goal of this process will lead to delivery of a comprehensive set of recommendations on UMS academic programs and policies to the Chancellor and the Presidents, and the Board of Trustees through the Process Oversight Committee. Given the scope of the project it is expected that this will play out over a number of years and involve numerous sets of pilots, trials and interim recommendations.

**Current team membership:**

**Process Oversight Committee**
- President: Dr. Kathryn Foster (UMF), Chair
- Organizational Effectiveness: David Stevens, Facilitator
- Trustee: Adm. Gregory Johnson
- System Representative: Dr. Rebecca Wyke, Vice Chancellor for Finance and Administration
- Board of Visitors: Dana Saucier (UMFK)
- CAOs:
  - Dr. Jeffrey Hecker (UM)
  - Dr. Raymond Rice (UMPI)
- Student Affairs: Dr. Kathleen Dexter (UMA)
- Online or Adult Education: Placeholder (UMM)
- Graduate or International Education: Placeholder (USM)
- Faculty:
  - Dr. William (Bill) DeSisto, Professor of Chemical Engineering (UM)
  - Dr. Mary Louis Davitt, Professor of Justice Studies (UMA)
  - Dr. Chris O’Brien, Associate Professor of History and Chair of the Division of Social Sciences and Business (UMF)
  - Dr. Doris Metz, Associate Professor of Curriculum & Instruction (UMFK)
  - Dr. Eric Jones, Assistant Professor of Plant Biology (UMM)
  - Dr. Barbara Blackstone, Associate Professor of Athletic Training and Chair of Professional Programs (UMPI)
  - Dr. Gary Johnson, Associate Professor of History (USM)

**Chief Academic Officers**
- Jeffrey Hecker, UM
- Joseph Szakas, UMA
- Joseph McGinn, UMF
- Robert Dixon, UMFK
- Stuart Swain, UMM
- Raymond Rice, UMPI
- Michael Stevenson, USM