

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

at the University of Maine System
253 Estabrooke Hall, Orono

September 5, 2017

Academic and Student Affairs Committee Meeting

Present: Committee Members: Gregory Johnson, Chair; Jason Coombs (at UMA), Lisa Eames (at USM), James Erwin (at USM), Michelle Hood (by phone), and Karl Turner (at USM). **Presidents:** Susan Hunter, John Short (at UMFK), and Rebecca Wyke (at UMA). **Faculty Representatives:** Ray Albert, Patti Miles, and Elizabeth Turesky (at USM). **Student Representatives:** Sam Borer, Alexandra DesRuisseaux (at UMPI), Anthony Guimond (at UMA), Jay Knowlton (at USM), Kimberly Miner, and Dylan Reynolds (at USM). **System Staff:** Dan Demerit (at UMA), David Demers, Ellen Doughty, Carol Kim, Ryan Low, Tamara Mitchell, Robert Neely, Robert Placido, Rosa Redonnett, Donna Seppy (at UMA), Jim Thelen, and Samantha Warren (at UMA). **Others Present:** Eric Brown (at UMF), Steve Gammon (at UMFK), Jeff Hecker, Kay Kimball (at UMM), Joseph Szakas, Jeannine Uzzi (at USM), Justin Young (at UMA), and Robert Zuercher (at UMA).

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

Early College: Update on Timeline. Ms. Rosa Redonnett, Chief Student Affairs Officer, reviewed the updated timeline for Early College. At this time, the campuses in 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, Ms. Redonnett 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. In July 2016 based on the recommendation from the Academic and Student Affairs Committee, the Board of Trustees endorsed the following set of recommendations:

In the spirit of One University, the Academic and Student Affairs Committee of the Board of Trustees 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 funding 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).

The Early College subcommittee has been working over the spring and summer of 2017 to formulate a set of recommendations and an approach to the funding and how it will be handled going forward at the campus and System level. 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.

Programs for Examination: Discussion and Formalizing in Academic Administrative Procedure.

Dr. Robert Neely, Vice Chancellor for Academic Affairs, reviewed Programs for Examination and led a brief discussion surrounding formalizing academic administrative procedure.

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.

Trustee Hood inquired if and how related metrics would be tracked, Dr. Neely explained that tracking would occur and that the applicable metrics would be built into a dashboard.

On a motion by Trustee Hood, which was seconded by Trustee Coombs, the Academic and Student Affairs Committee approved 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 of the Academic and Student Affairs Committee 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.

Cybersecurity Transition. Dr. Robert Neely, Vice Chancellor for Academic Affairs, reviewed the status of the ongoing Cybersecurity Transition.

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.

Strategic Resource Allocation Plan (SRAP). Dr. Robert Neely, Vice Chancellor for Academic Affairs, and Mr. Ryan Low, Vice Chancellor for Finance and Administration, provided an update from the Strategic Resource Allocation Plan Implementation team.

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 for further discussion and review. This discussion was 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 Dr. Neely and Mr. Low, discussed the recommendations and accountability metrics for the Strategic Resource Allocation Plan, including recommended expenditures.

Hanover Peer Project update:

Mr. Low reviewed in detail what the Hanover Peer Project dashboard looks like. They have completed 6 out of 7 campus visits with UMM scheduled for 9/7/17. The dashboard has now been turned over to campuses with the hope that a draft list of peers is ready before the September Board of Trustees meeting. Once the list has been created the team will focus on finalizing campus peers by mid-October.

Discussion of SRAP Metrics:

Dashboards:

Dr. Neely explained that Dr. David Demers, Chief Information Officer, and Dr. Robert Placido, Associate Vice Chancellor for Academic Affairs, would be demonstrating two different dashboards. One dashboard will compare internal System data and the second will compare System averages to 'sample' systems so that we can compare both internal and external data. Mr. Low expressed the need for an easily accessible dashboard for not only SRAP Key Performance Indicators (KPIs) but also other important and relevant metrics. Metric dashboards are currently being worked out to present data in an easily accessible way.

Dr. Demers demonstrated a visualization of Priority outcomes in an interactive webpage that allows the user to change the data to see possible outcomes.

Dr. Placido demonstrated a fully interactive dashboard with multiple tabs that allows the user to see at the System level multiple data sets based on Integrated Postsecondary Education Data (IPED).

Key Performance Indicators:

Trustee Johnson led a discussion reviewing each of the SRAP KPIs and also discussed the need to divide the SRAP KPIs between different Committees in the following manner:

Academic & Student Affairs Committee:

- Increase Enrollment
- Improve Student Success & Competition
- Relevant Academic Programming

Finance, Facilities & Technology Committee:

- Enhance Fiscal Positioning
- Support Maine through Research & Economic Development

Human Resources & Labor Relations Committee:

- University Workforce Engagement

Trustee Johnson and Dr. Neely also reviewed the need to amend the resolution that was approved at the July Board of Trustees meeting. Due to the need for specific financial planning the resolution must be amended to include specific funding for the next three years.

On a motion by Trustee Erwin, which was seconded by Trustee Turner, the Academic and Student Affairs Committee approved 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 amends the motion passed at the July 2017 Board meeting to include the three years necessary to operationalize the investments identified and directs 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. These investments are related to personnel or software contracts that require the three year commitment; these investments are those contained within the SRAP final report.

- Enrollment Management for Small Campuses, \$375,000 in FY2018, \$375,000 in FY2019 and \$375,000 in FY2020
- Institutional Research & Reporting Team, \$684,164 in FY2018, \$701,268 in FY2019 and \$718,798 in FY2020
- Student Success Early Warning Tool, \$183,000 in FY2018, \$115,000 in FY2019 and \$115,000 in FY2020

FY2018 Academic & Student Affairs Committee Work Plan: Review and Discussion. Trustee Johnson, reviewed the FY2018 Work Plan for the Academic and Student Affairs Committee. Ms. Rosa Redonnett, Chief Student Affairs Officer, explained that the work plan encompasses typical Committee tasks including but not limited to: SRAP, student conduct code and tenure. Trustee Johnson remarked that Focus Maine was not listed on the Work Plan. Ms. Redonnett committed to adding Focus Maine into the Work Plan under the month of January.

Faculty Representatives: Discussion. Dr. Patti Miles, University of Maine Faculty Representative, reviewed a brief presentation on the thinking of the Faculty Representatives related to collaboration/competition among the campuses.

Dr. Patti Miles expressed that Faculty Representatives feel that they cannot adequately represent the University of Maine at Machias without a Faculty Representative from that campus. Trustee Johnson committed to reaffirming that a Faculty Representative from the University of Maine at Machias can continue to serve to represent the campus.

Student Representatives: Discussion. Mr. Samuel Borer, University of Maine Student Representative, reviewed relevant topics on behalf of the Student Representatives.

Mr. Borer stated that the Students Representatives would like to see a continued focus on civility and inclusion as well as looking at other innovative ways to teach and promote this mindset within in the local community.

Mr. Borer also remarked on his experience in the University of Maine's active classrooms, stating that they are always the best class because the space is highly engaging and innovative. This is an example of the types of learning experiences and classrooms that are a large and important selling points for prospective students and he hopes to see more implementation of this type of classroom in the future.

Elissa Ivey for
Ellen N. Doughty, Interim Clerk of the Board