

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

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

January 6, 2020

Academic and Student Affairs Committee Meeting

Present: Committee Members: Lisa Eames, Chair (at UMA); James Erwin (at USM), David MacMahon (at USM), Kelly Martin (by phone), Gregory Johnson (by phone), Timothy Doak (at UMPI), Michael Michaud (by phone) and Patricia Riley (at USM). **Other Trustees:** Trevor Hustus (at USM). **Presidents:** Glenn Cummings (at USM), Tex Boggs (at UMFK), Joan Ferrini-Mundy, Rebecca Wyke (by phone), Edward Serna (at UMF), and Ray Rice (at UMPI). **Faculty Representatives:** Lisa Leduc (at UMPI), Tim Surette, and Patti Miles. **Student Representatives:** Terry Plummer (at USM) and Hunter Chesley (at UMA). **System Staff:** Ellen Doughty, Robert Placido (at UMA), David Demers (at UMA), Kay Kimball (at UMM), James Thelen (at UMA), Dan Demerit, Ryan Low (at UMA) Donna Seppy (at UMA), and Rosa Redonnett (at UMA). **Others Present:** Jeannine Uzzi (at USM), Eric Brown (at UMF), Jeff St. John, George Miller (at UMA), Bob Zuercher (by phone), Matthew Morrin (at UMFK), Alana Margeson (at UMPI), and Christine Wilson (at UMF).

Committee Members Absent: Betsey Timm and Pender Makin.

Trustee Eames, Chair, welcomed everyone and called the meeting to order.

Adult Degree Completion.

UMS Associate Vice Chancellor for Student Success and Credential Attainment, Ms. Rosa Redonnett, provided an overview on UMS Adult Degree Completion (ADC) implementation recommendations and status. The UMS ADC initiative has been active since 2013 when the Board of Trustees passed a resolution recognizing adult learners as a core student constituency. Furthermore, ADC was identified as a key initiative in the UMS Declaration of Strategic Priorities to Address Critical State Needs, which was approved at the December 19, 2018 Board of Trustees meeting. In August 2019, critical funding to further the UMS ADC initiative was included within the Governor's budget and focused leadership for the initiative was finalized in late September 2019. Additionally, in August 2019 UMS received a LUMINA All Learning Counts Grant in the amount of \$350 thousand to further our statewide work related to micro credentials.

The following recommendations are currently being implemented:

- Further development of professional and faculty development programs to enrich understanding of adult learner needs.
- Targeted academic programs that are geared towards adult learners including collaborative Masters and Doctoral degrees and expansion of UMPI's CBE programs. Additionally, the UMS Program Innovation Fund was updated to include criteria specific to adults and the development of flexible credential and degree options.

- Alignment and expansion of Prior Learning Assessment (PLA) practices to better serve a broader range of students with diverse education backgrounds and thinking more expansively about PLA as it may pertain to micro credentials.
- Development of pathways for stackable credentials such as micro credentials and meta-badge both throughout UMS and Statewide.
- Development of a stronger shared student support delivery model to include expanded “navigator” training, to development of a good onboarding process for adult students with additional support, hiring and training a unified, cross-institution support team (serving all campuses) to serve adults with fast turnaround.
- Conducting an assessment of learner and provider expectations (completed November 2019); based on results, will develop a plan for addressing any identified needs.
- Development of an interactive website/hub to provide online service delivery to more fully provide 365/24/7 support.
- Development of a comprehensive outreach campaign specific to adult credential and degree attainment that is integrated across all campuses and Statewide, which clearly communicates a student’s return on investment. and the value of credentials and degrees
- Continue to work with other programs and institutions such as MaineSpark, Maine Adult Promise and the Maine Community College System in order to further develop the UMS ADC program.
- Expand financial intervention and scholarships for adult learners.
- Going forward in order to achieve the UMS ADC plan, UMS needs to engage with the Governor, legislature, and area businesses.

Committee members inquired about what measures of success will be used for this initiative as well as how UMS will ascertain the needs of the business communities. Ms. Redonnett indicated those are issues the Steering Committee is currently working on. It was also suggested that the Maine Department of Labor assist with identifying employees in need of retraining and upgrading of skills.

Student Success Initiatives - EAB.

Ms. Redonnett and UMS Chief Information Officer, Dr. David Demers presented information on the UMS and Education Advisory Board (EAB) student success initiative. EAB (formerly Education Advisory Board) provides technology and techniques designed to maximize student success and completion. Working with a partner like EAB enables UMS to identify patterns of student success and failure, plan strategic interventions, coordinate student support, measure impact of these interventions, enable advisors to help students at critical points in the semester, and provide more intentional success coaching to students and mobile access. Currently all seven UMS campuses have access to the EAB Foundation tool to provide predictive analytics associated with student success and risk within key course and major milestones. In 2017, UMS amended the contract with EAB to add the Student Success Collaborative (SSC) Navigate platform, which has been implemented at UM, UMA, UMM, and UMPI. The Navigate platform is designed to promote student engagement and manage student cases that have been indicated through the predictive model or through faculty notification as showing signs of struggling. Students access the Navigate platform through an app on their mobile devices where they are able to connect directly with support services and make appointments with an advisor or tutor. Through the Navigate app, students are also able to access an automated collection of progress reports from faculty. Additionally, faculty can use the app to provide coordinated management of cases that have been flagged as at risk, with the ability to intervene with the student through the mobile app. Dr. Demers discussed the cost associated with the Navigate platform and explained that the lack of a long-term funding strategy has presented a challenge for other UMS campuses interested in adding SSC - Navigate. Over several months, UMS

has negotiated with EAB to shift expenditures and reduce costs to fit within current base-budget and still provide all UMS campuses with ongoing access to the EAB Academic Affairs Research Forum, SSC Foundations platform, and SSC Navigate. Dr. Demers explained that the lack of a long-term funding strategy has presented a challenge for other UMS campuses interested in adding SSC - Navigate (the addition of the SSC-Navigate tool was covered by one-time Strategic Resource Allocation Plan (SRAP) funds). Going forward UMS has resolved this funding gap to provide long-term support for this program, for all UMS campuses.

Outcomes-Driven Teaching and Learning.

UMPI President, Ray Rice and UMPI Assistant Professor of Education and Director of Teaching and Learning Center, Ms. Alana Margeson provided an overview of the UMPI Outcome-Driven Teaching and Learning initiative. Learning outcomes are statements that describe the knowledge or skills students should acquire by the end of a particular assignment, class, course, or program and they help students understand why that knowledge and those skills will be useful to them. Instead of focusing on coverage of material, learning outcomes articulate how students will be able to employ the material, both in the context of the class and more broadly. The development of learning outcomes and their use within a unit of instruction shapes learning and assessment activities and can enhance student engagement and learning. Establishing a focus on integrated, generalizable, and transferable skills complements contemporary demands on graduates and builds a foundation for lifelong learning. As government and public attention on the products of higher education increases, learning outcomes help to define the goals and essential aspects of higher education within the institution, to students, and to the general public. When students understand what is expected of their learning, they are more likely to feel that they can be successful in meeting those expectations. This is particularly true for first-generation, low-income, and underrepresented students.

UMPI has developed learning outcomes for all of its courses and faculty use a grading rubric to determine whether a student has achieved proficiency in the course. Advanced course proficiency is correlated to a letter grade of A, course proficiency is correlated to a letter grade of B, fundamental course proficiency is correlated to a letter grade of C, and a letter grade of F is assigned to students who fail to demonstrate fundamental proficiency within the course. Additionally, UMPI has the option of assigning a Not Proficient (NP) grade to the student which means that, in consultation with the student, the instructor has postponed the assignment of a final grade to allow the student extra time to demonstrate proficiency (up to 45 days) beyond the end of the semester. If the student does not succeed in demonstrating fundamental proficiency within the time allotted by the faculty member, the grade will automatically be changed to an F. Blackboard is UMS's current Learning Management System (LMS) and it does support outcomes-based education; however, it is not an ideal platform. D2L's Brightspace is UMS's new LMS, which will allow for a much smoother process of aligning assignments to outcomes and the tracking of student progress toward proficiency in all course learning outcomes.

New Academic Program Proposal: UMF Master of Arts in Counseling Psychology with an Emphasis in Creative Arts.

UMF Vice President for Academic Affairs and Provost, Dr. Eric Brown provided information about UMF seeking permission to offer a Master of Arts in Counseling Psychology with an Emphasis in Creative Arts (MCCA). The MCCA degree will provide a unique option for the field of counseling which will blend areas of the Creative Arts to meet student demand and increase UMS's competitiveness with external Universities.

On a motion by Trustee MacMahon, which was seconded by Trustee Michaud, the Academic and Student Affairs Committee approved the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the January 26-27, 2020 Board meeting:

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee and authorizes the creation of the Master of Arts in Counseling Psychology with an Emphasis in Creative Arts at the University of Maine at Farmington.

Update: Unified Accreditation.

UMS Vice Chancellor for Academic Affairs (VCAA) Robert Placido, and UMS Chief of Staff (COS) and General Counsel James Thelen provided an update on campus engagement and the Unified Accreditation progress. To date Chancellor Malloy and his Unified Accreditation (UA) team have made over 40 campus engagement visits across all seven UMS campuses to provide an opportunity for campus faculty, staff, students, and community members to learn about UA and provide valuable feedback. COS Thelen stated that at the November 17-18, 2019 Board meeting the Board of Trustees received and accepted the second UA report submitted by Chancellor Malloy, which outlined more of the processes that will need to happen in order to achieve UA. In that report the Chancellor indicated that Board Policy 308 – *Accreditation* would need to be updated as part of the process of moving forward with UA and a discussion on the proposed language is scheduled later in the agenda.

Since the November 2018 Board meeting, Chancellor Malloy has set up and directed two primary UA Planning Committees to begin working to start thinking about how UMS will begin to plan and organize a request for UA to the New England Commission of Higher Education (NECHE). The first UA Committee is focused on Academic Affairs and Student Success and is being Co-Chaired by UM President Joan Ferrini-Mundy and UMPI President Ray Rice. The second UA Committee is focused Finance, Administration and Student Support Services and is Co-Chaired by UMA President Rebecca Wyke, and UMS Vice Chancellor for Finance and Administration, Mr. Ryan Low. There are also representatives from each of the seven UMS campuses that have been split and added to each of the primary UA planning committees. Additionally, the Coordinating Council has been put together to coordinate the two primary UA planning committees and members of the council include the aforementioned Co-Chairs from both primary UA committees plus COS Thelen, Chancellor Malloy, USM President Glenn Cummings, VCAA Placido, Associate Vice Chancellor Ms. Rosa Redonnet, UMS Deputy Vice Chancellor for Academic Affairs, Dr. Kay Kimball and UMS Director of Organizational Effectiveness, Dr. Kim Jenkins. All three UA Committees will be assigned a few of the nine NECHE accreditation standards and begin to develop an outline for the substantive change application, which would be necessary if the Board votes to move forward with UA at the January 26-27, 2020 Board of Trustees meeting.

COS Thelen stated that many of the System and UMS campus Staff members were at the NECHE Annual Conference in early December, where they had an opportunity to meet with NECHE President, Dr. Barbara Brittingham to discuss the approach if UMS was to move forward with the UA process. Additionally, Chancellor Malloy has scheduled a meeting on January 14, 2020 with members of each campus Faculty Senate and Assembly to talk about how they would engage and what role they would play in shaping a System-wide academic governance model, which would be required under a UA model.

Changes to Board of Trustee Policy 308 Accreditation Policy.

COS Thelen provided a brief overview on the proposed revisions to Board Policy 308 – Accreditation, along with the reasoning for why the revisions are necessary in order to achieve

Unified Accreditation. Trustee Academic & Student Affairs (ASA) Committee members expressed concern with the text of the proposed revisions to Board Policy 308 and stated that the item needed further discussion before moving it forward to the January 26-27, 2020 Board of Trustees meeting for approval. COS Thelen stated that although revisions are necessary in order to achieve Unified Accreditation, it made sense to discuss the revisions further and move approval of the revised Board Policy to a later Board of Trustees meeting. The ASA Committee agreed to change the Board Policy 308 Proposed Revision agenda item to a discussion only item and to not forward it on to the January 26-27, 2020 Board of Trustees meeting for approval.

Faculty Representatives Discussion.

UMA Faculty Representative Mr. Tim Surette asked COS Thelen if there would be UMS Faculty representation involved in the Unified Accreditation Planning Committees. COS Thelen explained that no firm decision has been made and that this was something that would be discussed with the Faculty Senate & Assembly members at the meeting on January 14th. Mr. Surette also had a brief discussion with the UMPI Outcomes-Driven Teaching & Learning team about their presentation.

Student Representatives Discussion

The Student Representatives who were present had no items to discuss.

Executive Session

On a motion by Trustee Michaud, which was seconded by Trustee Johnson, 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 Erwin, which was seconded by Trustee Riley, the Committee concluded the Executive Session.

Additional information about the meeting can be found on the Board of Trustees website:
<http://staticweb.maine.edu/wp-content/uploads/2020/01/MtgMat-ASA-010620-rev-010320.pdf?0fa197>

Adjournment,

Heather A. Massey for
Ellen N. Doughty, Clerk