

Lead Change - Build Futures - Strengthen Maine

Charter for Program Integration

September 2015

The 2015 charge for Program Integration reads as follows: “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 teams to investigate and report back on specific academic affairs content areas.”

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 multi-campus programs 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 through enrollment/revenue increases and cost reductions. The Chief Academic Officers (CAOs) of the UMS institutions will design and guide the development of the restructuring effort. They will establish Program Integration teams to investigate and report back on specific academic affairs content areas.

A high-level Oversight Committee (OC) will monitor progress and engage stakeholders in developing the program integration strategy to achieve the goals of quality, access and fiscal sustainability.

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 have responsibility to lead this charge: The CAO group and the Oversight Committee (OC). 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 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.
- Develop target enrollment increases to be achieved through improved coordination and alignment
- Develop growth strategies in areas of high need and significance to Maine

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

Role of the Oversight Committee (OC)

The fundamental charge to the Oversight Committee is to oversee the Program Integration process. The Oversight Committee will make recommendations to the Chancellor 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 Oversight Committee will work closely with the CAOs who, as a group and through cross-campus Program Integration teams, will initiate projects and implement the substantive responsibilities of academic program integration.

In particular, the Oversight Committee will:

- Work with the CAOs to establish processes and revise them as needed to accomplish Program Integration goals
- Vet the work of CAOs and cross-campus Program Integration teams to ensure timely progress toward Program Integration goals
- 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

Oversight Committee Operations

- Every meeting will include member reports about communication delivered since last meeting and questions raised that need to be considered by the group
- Every Presidents' Council and CAO meeting will have a report by their representative, in partnership with the chair
- Every meeting will have a segment focused on progress to date and planned actions.

Leadership

The Chair of the Oversight Committee will be the Chancellor's designee (currently Dr. Ellen Chaffee, Program Integration Executive Director and Chair of the Oversight Committee) or the Vice Chancellor for Academic Affairs when in office. She will be responsible for establishing meeting priorities and timelines and will be in close communication with the Chancellor's designated Chief Academic Officer (currently Dr. Cynthia Huggins) and the CAOs. The Chair will work with Chancellor Page 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.

Program Integration team reports will be delivered to the CAOs and OC and, following their review and any modifications, to the Presidents Council, Chancellor, 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, Program Integration team reports, and draft and final recommendations will be communicated through numerous avenues. Team reports and draft and final recommendations will be disseminated to the CAOs, OC, Presidents Council and Academic and Student Affairs Committee of the Board of Trustees and made broadly available through a website. The OC 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 OC chair and CAOs on the OC will be in regular, ongoing communication with the entire CAO group. The CAOs and faculty on the OC will establish procedures to insure communication to the entire faculty through the Faculty Senates/Assemblies. OC members will be responsible for communication to their respective constituent groups.

This structure will serve in the interim while there is not a full-time VCAA. When that position is filled, the VCAA will be brought back into this approval process.

Key Deliverables

Program Integration teams will investigate and present recommended models that are grounded in a financial reality that matches the situation faced by the UMS. All recommendations will need to take into account approved campus differentiators and enable 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 is a comprehensive series of recommendations on UMS academic programs and policies to the Chancellor and the Presidents, and the Board of Trustees through the CAOs and OC. 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 OC membership:

- ☐☐ Program Integration Executive Director: Dr. Ellen Chaffee (UMS), Chair
 - Chief Academic Officer: Dr. Cynthia Huggins (UMS)
 - President: Dr. Kathryn Foster (UMF)
- ☐☐ Organizational Effectiveness: David Stevens, Facilitator
- ☐☐ Trustee: Adm. Gregory Johnson
- System Representative: Ryan Low, System Chief Financial Officer
- ☐☐ Board of Visitors: Dana Saucier (UMFK)
- ☐☐ CAOs:
 - o Dr. Jeffrey Hecker (UM)
 - o Dr. Raymond Rice (UMPI)
- ☐☐ Student Affairs: Dr. Kathleen Dexter (UMA)
- ☐☐ Online or Adult Education: Dr. Lois-Ann Kuntz (UMM)
- ☐☐ Graduate or International Education: Dr. Charles Bernacchio (USM)
- ☐☐ Faculty:
 - o Dr. William (Bill) DeSisto, Professor of Chemical Engineering (UM)
 - o Dr. Mary Louis Davitt, Professor of Justice Studies (UMA)
 - o Dr. Chris O'Brien, Associate Professor of History and Chair of the Division of Social Sciences and Business (UMF)
 - o Dr. Tony Enerva, Associate Professor of Public Safety Administration & Criminal Justice (UMFK)
 - o Dr. Eric Jones, Assistant Professor of Plant Biology (UMM)
 - o Dr. Barbara Blackstone, Associate Professor of Athletic Training and Chair of Professional Programs (UMPI)
 - o 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
- ☐☐ TBA, USM