

University of Maine • University of Maine at Machias
Primary Partnership Planning
Structure and Governance Committee Report to UMS Board of Trustees

Recognizing the enrollment and demographic challenges in the region, the University of Maine at Machias and its many community partners need access to additional resources and scale to fulfill their critical mission of service to our students and people of Washington County. The region also needs the capacity to extend its reach throughout Maine and beyond to attract new ideas, talent, and opportunity to Downeast Maine.

With this in mind, in April 2016, the University of Maine at Machias, the University of Maine, and the University of Maine System announced a Primary Partnership between the Orono and Machias campuses. The goals of the partnership include Machias campus revitalization and operational efficiencies and economies of scale between the institutions.

Since then, two sets of planning teams have been at work to identify opportunities for increased administrative integration, cost efficiencies, and greater academic collaboration to expand student and community opportunities throughout the Downeast region.

A Structure and Governance team was charged earlier this fall to analyze the organizational structure and governance options for the UMaine/UMM Primary Partnership. The Task Team was to consider all academic, administrative and governance structures and functions. The Task Team was to make final recommendations to the Chancellor in sufficient time to permit an initial report to the UMS Board of Trustees at its November 13-14, 2016 meeting.

The Structure and Governance team has reached consensus on a series of “must haves” and desired outcomes for the Primary Partnership, but has also determined that financial modeling is necessary to responsibly recommend a specific final governance structure for the two institutions’ partnership relationship.

Must Haves

- A financially stable Machias campus that maintains its unique identity and mission and continues to serve as a regional anchor with its strategic partners, fostering student degree attainment, applied research, and community engagement in Downeast and coastal Maine
- A baccalaureate degree-granting Machias campus where students can complete bachelor’s degrees in signature programs including:
 - Environmental Recreation and Tourism Management
 - Psychology & Community Studies
 - English, Creative Writing and Book Arts
 - Marine Biology

and also access additional academic programming and research opportunities through UMaine.

- An administrative, academic, and organizational relationship between UMaine and Machias that permits Machias to stabilize and grow enrollment while furthering UMaine’s mission as the state’s land-grant and sea-grant institution (with expected outcomes that satisfy UMS BOT Strategic Outcomes and the stated goals of the Primary Partnership).
- A dynamic Machias campus leader resident in Washington County/Downeast Maine who is committed to the campus’s mission, development, and community engagement.

Desired Outcomes

- Machias and UMaine maintain separate OPEID/IPEDS¹ reporting and Program Participation Agreements with the U.S. Department of Education
- Effective representation of the Machias campus’s interests at the System level
- Maintain a BOV or similar advisory board for the Machias campus
- Maintain separate athletics programs
- Academic collaboration and integration where appropriate, with the goals of:
 - Increasing enrollment at Machias
 - Facilitating student transfer from Machias to UMaine and UMaine to Machias
 - Expanding research opportunities in coastal ecology, marine biology, natural resources management, and related signature programs

Inputs Needed

- Recognizing that the status quo must change, the Structure and Governance committee needs financial modeling to evaluate the most economically advantageous and administratively efficient relationship between UMaine and Machias, among these or other viable alternatives:
 - A complete organizational integration (e.g., Machias to become a college or branch campus of UMaine), with an executive campus head/dean at Machias and administrative services and overall academic leadership provided from UMaine
 - Either as a transitional or final state, an agreed-upon affiliation relationship between Machias and UMaine that defines the interactions, obligations, and accounting between the two institutions that are most likely to realize the goals of the Primary Partnership identified above
- Ongoing communication with NEASC to address accreditation matters (current state and transition to future state)

¹ An Office of Postsecondary Education Identification (OPEID) number is assigned by the U.S. Department of Education to identify schools that have Program Participation Agreements (PPA) so that their students are eligible to participate in Federal Student Financial Assistance programs under Title IV regulations. The Integrated Postsecondary Education Data System (IPEDS) is a system of interrelated surveys conducted annually by the National Center for Education Statistics, which is a part of the Institute for Education Sciences within the U.S. Department of Education.

Recommendations

- Obtain financial projections and budget modeling of Primary Partnership alternatives from UMS Vice Chancellor of Finance and Administration, UMS CFO, UMaine and Machias CBOs, and necessary staff (Nov 2016 – Jan 2017)
- Engage with campuses for input on Primary Partnership models identified above (Nov 2016 – Jan 2017)
- Report to UMS BOT in Jan 2017 with final recommendations for the structure and governance relationship between Machias and UMaine to implement and realize the goals – the “must haves” and desired outcomes – of the Primary Partnership, with initial implementation beginning no later than FY2018 (July 1, 2017)