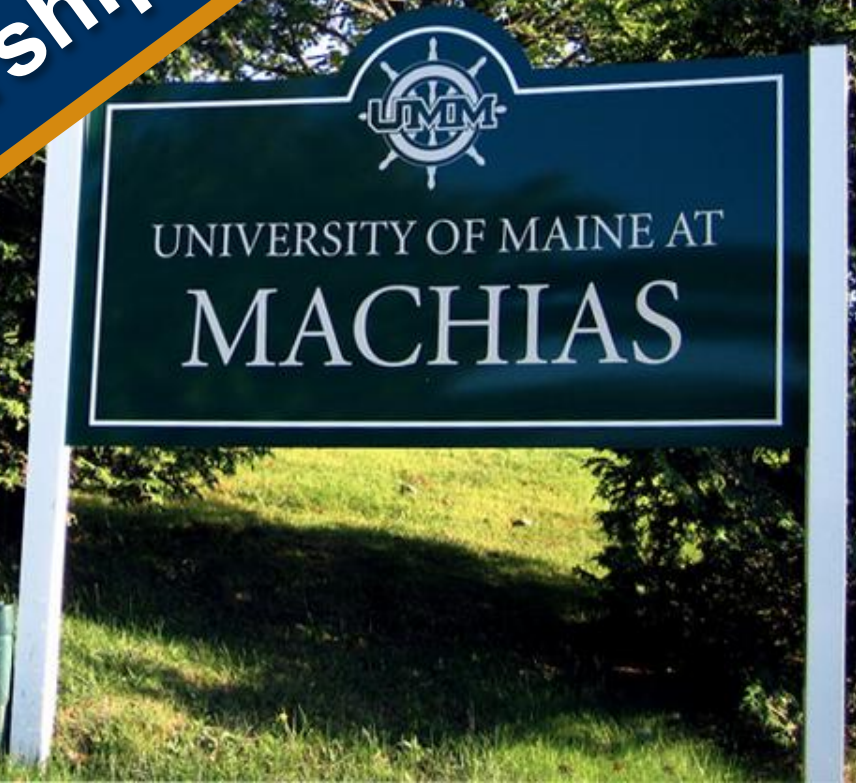


# UNIVERSITY OF MAINE – UNIVERSITY OF MAINE AT MACHIAS

Primary Partnership Progress







# UM-UMM Primary Partnership

- Recognizing the enrollment and demographic challenges in the region and the financial stress they cause, the University of Maine at Machias and its many community partners have been challenged to fulfill their critical mission of service to our students and the people of Washington County.
- In April 2016, the University of Maine at Machias, the University of Maine, and the University of Maine System announced a Primary Partnership between UMaine and UMM. The goals of the partnership include Machias campus revitalization, increased enrollment, and operational efficiencies and economies of scale between the institutions.





# Three Phases of Partnership Exploration

- Administrative Integration
- Curriculum and Program Alignment
- Structure and Governance







# Three Phases of Partnership Exploration

- Administrative Integration
- Curriculum and Program Alignment
- Structure and Governance





# Three Phases of Partnership Exploration: Administrative Task Team

**Carol Kim**, Vice President for Research and Dean of the Graduate School (Team Chair)

**Jeff St. John**, Senior Associate Provost for Academic Affairs

**Robert Dana**, Vice President for Student Life and Dean of Students

**Melvin Adams**, Dean of Enrollment and Student Services (replaced by Kay Kimball, Provost)

**Amy Lentz**, Executive Assistant to the President

**Marianne Thibodeau**, Director of the Library

Consultant to the group: **Larry Lewellen**

Group facilitator: **Dave Stevens** (replaced by Tamara Mitchell)







# Administrative Integration

- This Task Team is to study the administrative services functions and determine which areas have best opportunity for collaboration, consolidation, unification, or other arrangements that will reduce administrative costs, increase organizational effectiveness and/or student services/success, including recruitment and retention.
- The Task team is to use the first two steps of the four-step process of: **analysis, design**, implementation and audit.





# Administrative Integration

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## Primary Administrative Areas Enrollment Management\*

Registrar

Bursar

Financial Aid\*

Marketing/Communication

Human Resources

Student Affairs

Research Administration\*

\*Preceded and continuing







# Administrative Integration: General Recommendations

- Existing UMM staff may be trained in relevant or adaptable current protocols and procedures by UM staff; little to no resources would be required.
- Existing UM staff may assume additional duties to assist UMM staff; resources would be required.
- When redundancies in key office functions are identified, a decision may have to be made to eliminate or reorganize so that the redundancy is eliminated and a cost savings is realized.
- A global MOU with master language should be created with a separate agreement for each functional area.
- An audit or assessment of each functional area will be completed in a timely manner to track progress and efficacy.







# Administrative Integration: Key Recommendations

## **Enrollment Management**

- General guidance/consultation regarding the UMM Admissions operation by UM Interim Vice President for Enrollment Management

## **Registrar**

- Match standard course time blocks (dependent of Academic Team outcomes)

## **Bursar**

- Develop Past Due Account Collection/Collection Agency Referral common business practices

## **Financial Aid**

- Alignment of business processes where appropriate, including PeopleSoft setup and processing





# Administrative Integration

## **Marketing/Communication**

- Overhaul UMM website, both for recruitment/marketing and intranet

## **Human Resources**

- Director of HR for UM to serve as Director for UMM, reporting to Chief HR Officer of the System with dotted lines to the President of UM and to the top official of UMM

## **Student Affairs**

- Inclusion of UMM in UMaine student affairs leadership meetings and provide open access for consultation and support

## **Research Administration**

- ORSP to serve as UMM's sponsored programs office.







# Three Phases of Partnership Exploration

- Administrative Integration
- Curriculum and Program Alignment
- Structure and Governance





# Curriculum & Program Alignment: Task Team

**Jeff Hecker**, Executive Vice President Academic Affairs & Provost,  
University of Maine

**Kay Kimball**, Interim Provost and Vice President for Academic  
Affairs, University of Maine at Machias







# Curriculum and Program Alignment

- This Task Team is to stand up an inter-campus team of faculty and academic leaders to develop prioritized curriculum and program structures that support, for example, 2+2 or 4+1 student enrollments as well as shared or complementary courses. A report of these opportunities will be presented to the two faculties and administrations by October 15, with a report to the Chancellor in time for informing the Board of Trustees at their November 2016 meeting.
- Consideration should be given to enrollment data, institutional assets (i.e., faculty and facilities), accreditation standards, and state needs (e.g., employment trends) when formulating opportunities.
- The Task team is to use the first two steps of the four-step process of: **analysis**, **design**, implementation and audit.





# Curriculum & Program Alignment: Ten Teams

- Business
- Education
- English/Creative Writing/Book Arts
- Environmental Studies & GIS
- Interdisciplinary Fine Arts
- Marine Sciences
- Psychology-Social Work
- Environmental Recreation & Tourism
- Biology
- General Education







# Curriculum and Program Alignment: Discipline Team Charge

Examine and report the opportunities for growing enrollment and/or enhancing the curriculum of the Business & Entrepreneurial Studies program (UMM) and Maine Business School (UMaine) through collaboration that might include shared or complementary courses or collaborative programs (e.g., 2+2 or 4+1). Please consider enrollment data, institutional assets (i.e., faculty and facilities), accreditation standards, and state needs (e.g., employment trends) when formulating opportunities. Please propose a model (or models) for collaboration and a prioritized set of recommendations based upon their potential for growing enrollment, reducing expenses, and serving students.





# Curriculum & Program Alignment: Summary of Recommendations

- **Transfer programs.** Several teams recommended that curricula be aligned so that students can start at one university and transfer to the other after one or two years and complete the degree program at the other in three or two additional years. Most, but not all, of these so-called 1+3 and 2+2 programs involve students beginning their studies at UMM and completing them at UMaine.
- **Pathways to graduate degrees.** Some teams identified ways that curricula could be aligned so that students completing a four-year degree program at UMM could move directly into a master's program at UMaine and complete the program in one year.







# Curriculum & Program Alignment: Summary of Recommendations

- **Shared courses.** Some teams identified courses that could be shared by programs at both universities. Most of these courses would be offered online or through another distance technology, however, some would be offered in May term or summer sessions.
- **Graduate student teaching.** There are opportunities for UMaine graduate students to teach at UMM. The teaching experience would help round out the students' professional training and would provide UMM with instructors who could add breadth and depth to the curricula of some of their programs.





# Curriculum & Program Alignment: Summary of Recommendations

- **Marketing.** Several teams pointed out the need to develop marketing plans for the collaborative programs.
- **Advising.** The collaborative programs will require intrusive advising to assure that students understand their options, complete the appropriate course work and are prepared to transfer between universities when necessary.







# Three Phases of Partnership Exploration

- Administrative Integration
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- Structure and Governance





# Structure and Governance

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- A Structure and Governance team was charged earlier to analyze the organizational structure and governance options for the UMaine/UMM Primary Partnership.







# Structure and Governance

- **Sue Hunter**, President, UMaine – *CoChair*
- **Sue Huseman**, President, UMaine Machias – *CoChair*
- **Miles Theeman**, UMaine BOV representative
- **Charles Rudelitch**, UM-Machias BOV representative
- **Bonnie Newsom**, UMS BOT representative
- **Jim Thelen**, UMS Chief of Staff and General Counsel – *Team Facilitator*
- **Tamara Mitchell**, UMS Director of Organizational Effectiveness – *Facilitation Support*





# Structure and Governance:

## “Must Haves”

- A financially stable Machias campus that maintains its unique identity and mission and continues to serve as a regional anchor institution 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.







# Structure and Governance:

## “Must Haves”

- 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.
- A Machias campus leader resident in Washington County/Downeast Maine who is committed to the campus’s mission, development, and community engagement.





# Structure and Governance: “Desired Outcomes”

- Machias and UMaine maintain separate OPEID/IPEDS 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 student opportunities at both campuses
  - 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







# Structure and Governance

- Structure and Governance committee needs financial modeling to evaluate possible 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





# Structure and Governance:

## Next Steps

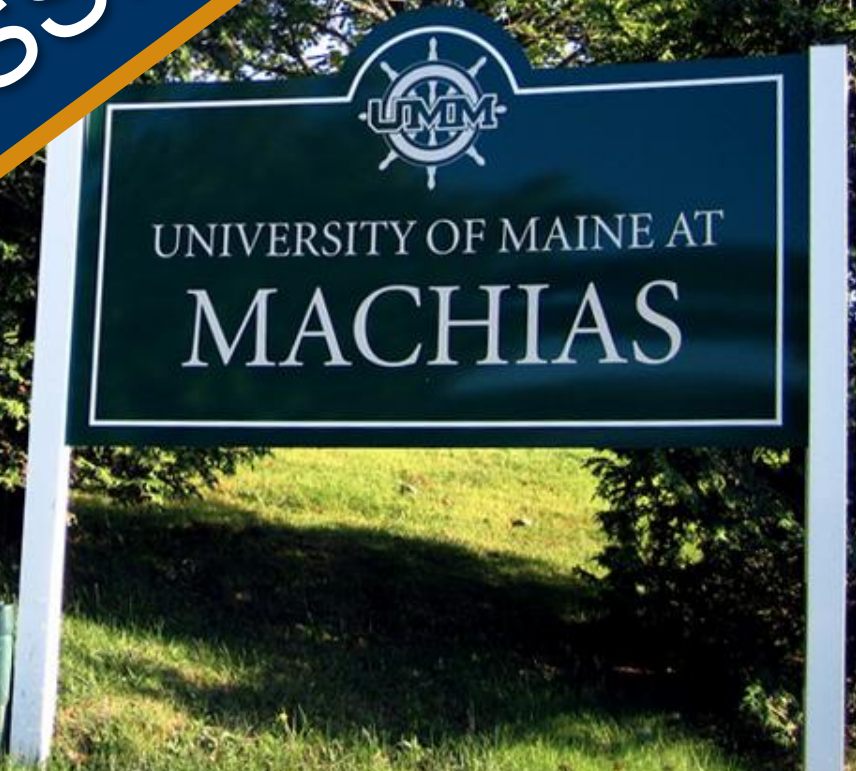
- Obtain financial projections and budget modeling of Primary Partnership alternatives (Nov 2016 – Jan 2017)
- Engage with campuses for input on Primary Partnership models identified above (Nov 2016 – Jan 2017)
- Report to UMS BOT in Jan 2017 with final recommendations for the structure and governance relationship between Machias and UMaine, with initial implementation beginning no later than FY2018 (July 1, 2017)





# UNIVERSITY OF MAINE – UNIVERSITY OF MAINE AT MACHIAS

DISCUSSION





# Program Integration Update

Vice Chancellor for Academic Affairs Robert Neely

## **1. Continuation of Work from Rounds 1 & 2**

- Most PI teams launched via memo
- Interaction with Nursing, Math, Engineering and English teams to refine goals
- Due dates:
  - December 1, 2016 – team work plans
  - End of fall semester – budget proposal for annual meeting
  - May 31, 2017 – final reports





# Program Integration Update

## 2. Program Innovation Fund

- Nov. 11 - description and guidelines distributed to CAOs via memo with application materials
- March 16, 2017 – program innovation proposals due
- April, 2017 – UMS announcement of funded initiatives



# Program Integration Update

## 3. Tackle Barriers to Academic Collaboration

- Program Integration Oversight Team (56 issues)
- Program Integration Team Reports
- UMM-UM Primary Partnership
- Current Collaborations

## VCAA Next Priorities

- **Unified Online**
  - VCAA meeting with online leaders from UMA, UM and UMS
- **Ongoing - Development of Institutional Research Capacity**





# Program Integration Update

Vice Chancellor for Academic Affairs Robert Neely

- Meeting with UMaine Deans – November 29
- Meeting with UMaine Faculty Senate – November 30



# Discussion