



## BOARD OF TRUSTEES GOALS AND ACTIONS

January 23, 2012

The University of Maine System Board of Trustees endorses the following actions and directs System and University leadership to implement them in order to move quickly forward in key areas of program and workforce development, cost control, and student success. The Trustees recognize that much work has been done and is in process. These directives are intended to focus that work and to enhance current University efforts.

### **I. Student Guarantee: Access, Affordability, and Graduation**

#### ***Directive I.a: Control Tuition and Fee Increases***

The Treasurer will develop a budget for Fiscal Year 2012-13 that freezes in-state undergraduate tuition and mandatory unified fees at current levels.

#### ***Directive I.b: Limit Credit Hours Per Degree***

The Board of Trustees implements the following policy change: The Board of Trustees approves the addition of Section 303.1, *Limit Undergraduate Degrees to 121 Credit Hours* to Section 303 of the Policy Manual.

#### ***Directive I.c: Link Community College Transfer and General Education***

The Vice Chancellor for Academic Affairs, working with University Chief Academic Affairs Officers and University faculty, will oversee University completion of transfer articulation agreements for students who have obtained an Associates Degree in Liberal Studies from any Maine Community College to maximize credits toward lower division general education requirements. These articulation agreements will be created on a University by University basis to assure compliance with regional accreditation standards. Agreements will be completed in Academic Year 2012-13 with implementation in Academic Year 2013-14.

#### ***Directive I.d: Strengthen Adult Degree Completion Opportunities***

The Chief Student Affairs Officer, working with the UMS Enrollment Council and University leadership, will oversee creation of University programs and System policy changes that increase effectiveness for aggregating credit hours for students with multiple campus and/or learning experiences. This work will begin immediately at USM and UMA to serve as pilot sites for the other Universities. Recommendations will be completed by July, 2012 with phased implementation to begin Fall, 2012.

***Directive I.e: Align Funding with Performance-Based Outcomes***

The Board's Finance and Facilities Committee, as noted in its 2011-12 work plan, will undertake a review of performance-based funding formula models and bring recommendations to the Board of Trustees by July, 2012.

***Directive I.f: Add System Outcomes Performance Measures to Current Metrics***

The Chancellor will add System outcomes measures drawn from the National Governors Association's recommendations to the current Measures of Progress in *New Challenges, New Directions*. The new metrics are: 1. Certificates and Degrees Awarded Relative to the Number of Jobs Requiring a Postsecondary Degree; 2. Certificates and Degrees Awarded Relative to the Number of Adults in the State with No College Credential; 3. Certificates and Degrees Awarded per 100 Students Enrolled; and 4. Post-graduation Placement Rates. These data will become part of the Annual Report in July, 2012.

**II. Employer Guarantee: Maine's Workforce Needs  
Met by University Graduates**

***Directive II.a: Form Additional Business Partnerships and Collaborations***

The Chancellor will appoint and empower a study team to extend the work done by the Maine Development Foundation in its report "*Making Maine Work: The Role of Maine's Public Universities*." The team will inventory resources available at our Universities which provide services and support to Maine's businesses, assess gaps, and present a plan to improve service. The team will submit its report by May, 2012 and implementation will begin June, 2012.

***Directive II.b: Align Academic and Certificate Program Development with Workforce Needs***

The Chief Academic Officers, working with the Vice Chancellor for Academic affairs, will utilize Department of Labor data, Boards of Visitors' advice, program advisory board input, and other sources of market information to identify and mount or expand high need programs and certificates. This work will add to efforts already underway in: allied health, computer science/information technology, innovation engineering, STEM, world languages, sustainable energy, health informatics, and tourism. A gap analysis and program plan report will be completed by July, 2012 with implementation processes to begin Fall, 2012.

**III. 21st Century Educational Delivery: Online, Year-Round Operations,  
Productivity, and Resources Focused on Mission**

***Directive III.a: Increase Responsiveness of Continuing Education Operations***

Each University will pursue this individually. Progress reports will be submitted annually as part of each President's annual goals review.

***Directive III.b: Provide More Online and Hybrid Programs for Working Adults***

University College and the University Chief Academic Officers will continue program additions and maintain the current growth rate with the goal of 20% of credit hours online by 2015. University College, working with the Vice Chancellor for Academic Affairs, will obtain external expertise to perform a focused market needs analysis to guide future program development and approval. The final report to be submitted by September, 2012.

***Directive III.c: Provide Year Round Admissions, Financial Aid, and Instruction***

The Chancellor will immediately form a work group consisting of Chief Academic Officers, Chief Financial Officers, and Chief Enrollment Officers to review current practices and to identify opportunities for more flexible and responsive education delivery practices, such as staggered start times, that serve working adults. The work group will submit recommended actions by September, 2012. Implementation will begin Fall, 2012.

***Directive III.d: Link Academic Outcomes and Incentives***

The Chancellor, working with Presidents and Senior Staff, under oversight of the Board's Human Resources Committee, will lead development of a multi-year plan for increasing academic productivity and results, and will explore ways to provide financial incentives and rewards to faculty and Universities for achievement of academic goals. The plan will be developed through a collaborative process engaging faculty, University leadership, and others with relevant expertise and interest, including the collective bargaining agent representing faculty. Any financial incentives for faculty aligned with these goals will be negotiated through collective bargaining. The plan will be developed during Academic Year 2012-2013 with the goal of implementation starting in Academic Year 2013-2014.

***Directive III.e: Collaborate with Community Colleges on Resource Usage***

The Chancellor will expand the work initiated by the Education Coordinating Committee (ECC), which consists of the Board Chairs and CEOs of the University System, Community College System, Maine Maritime Academy, and the Maine Department of Education, which is currently focused on College Transitions from K-12 to higher education institutions. The Board Chair will request that the next work group be formed by May, 2012 and focus on administrative and academic resource sharing. The Chancellor and the Board Chair will report twice a year to the Board on the work of the ECC.

***Directive III.f: Reallocate Savings from Administration and Infrastructure to Teaching, Research and Public Service***

The Board's Strategic Imperatives Committee will undertake an in-depth review of administrative costs and structures at all levels, and in all divisions of the System and bring forward recommendations to improve administrative efficiencies and services. The Committee will report its findings to Board in July, 2012.