

Office of the Dean and Director
*College of Natural Sciences,
Forestry, and Agriculture
Maine Agricultural and Forest
Experiment Station*



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TO: Members of the Program Creation and Reorganization Review Committee,
The University of Maine Faculty Senate

FROM: Edward Ashworth
Edward A. Ashworth

RE: Proposal for reorganization

DATE: January 22, 2013

The College of Natural Sciences, Forestry and Agriculture is proposing to merge three academic departments to create a new School of Food and Agriculture. The new School would include 26 faculty members, a number of technical, clerical and professional staff, and enroll ~ 400 undergraduate students and >60 graduate students. The School would have strong research and outreach programs that would serve Maine and also have impact nationally and internationally.

I submitted a pre-proposal to PCRRC on October 10, 2012, to initiate the informal phase of PCRRC review. The committee decided that the proposed action constituted a significant academic change and requested a full proposal. The attached proposal is provided for PCRRC's review. It is my understanding that this document will also be posted as part of the "public meeting" phase of your review. The proposal is in a format that is consistent with the requirements outlined in the Administrative Procedures Manual – Section 309 and Appendix B Guidelines for Proposals for the Formal Phase Review by the University of Maine Faculty Senate Program Creation and Reorganization Review Committee.

Please contact me if you have any questions or concerns. Thank you in advance for your consideration.

cc: P. Ferguson, President
S. Hunter, Provost
J. Ryan, HR
H. Onrsud, Faculty Senate President

Proposal: Merge Three Departments and Form School of Food and Agriculture

The College of Natural Sciences, Forestry, and Agriculture (NSFA) is proposing to merge three academic departments to create a new School of Food and Agriculture. The new School would include 26 faculty members, a number of technical, clerical and professional staff, and enroll ~ 400 undergraduate students, and >60 graduate students. The School would have strong research and outreach programs that would serve Maine and also have impact nationally and internationally.

Justification: At the present time, research and educational programs related to agriculture, food, and nutrition are offered primarily in three different academic units (the Department of Animal and Veterinary Sciences - AVS, the Department of Food Science and Human Nutrition – FS&HN, and the Department of Plant, Soil and Environmental Sciences - PSE). These are small departments, two of which have fewer than ten faculty members. The present departmental structure has several disadvantages.

- 1) Food and agriculture is dispersed and does not have a prominent presence on the University of Maine campus. Separate departments create “silos” of activity.
- 2) The small number of faculty in each department makes it challenging to identify new departmental leadership and to staff peer committees and other administrative committees within each unit. As such the administrative overhead per faculty member is high.
- 3) Clerical and administrative support is inefficient. A single individual is providing clerical and administrative support in AVS and FS&HN. Instead of being a specialist, the individual must cover a range of diverse duties including: human resources, student services, book-keeping, grant account management, and general office assistance, among other duties.
- 4) Individual units need to maintain individual web pages, student recruiting materials, budgets, and membership on college-wide committees.

There are several advantages – both programmatic and managerial - for merging these departments.

- 1) The School of Food and Agriculture will be an interdisciplinary program and will provide increased prominence for agriculture and food science at UMaine. The United States Department of Agriculture (USDA) has reorganized to establish a National Institute for Food and Agriculture (NIFA). National initiatives such as “Know Your Farmer, Know Your Food” provide a focus on the linkage from field to fork. Additional initiatives such as promoting increased consumption of fruits and vegetables to maintain a healthy diet, advocating the health benefits of consuming antioxidants, national and international emphasis on food safety, increasing interest in consuming locally-grown and organic foods, and other trends point to the importance of integrating research, educational and outreach programs across the food system.

UMaine is also well-suited for such an approach. Faculty members have already established cross-departmental collaborations linking production agriculture and food science. A partial list of examples includes: effects of wild blueberry consumption on human health, artisan cheese

production, organic grain production and bread quality, potato variety development and processing quality, and tomato cultivar selection and flavor chemistry. Other opportunities include: organic vegetable production and food safety, organic grain production for animal feed, sustainable seafood harvest / production, sustainable and diversified animal and crop operations, among others.

This School will also become one of the larger academic units at UMaine and should be more prominent on campus and throughout the state.

- 2) The larger number of faculty members within a unit will lead to more efficient use of faculty time as there will be more individuals to share the administrative burden associated with governing and operating an academic unit.
- 3) The clerical and administrative staff can be assigned specialized duties such as human resources, student services, book-keeping, grant account management, and general office assistance, among other duties. These tasks require specialized training and we will be able to better provide support services and increase efficiency.
- 4) The merger will simplify many departmental operations. For example, we will move from maintaining three separate budgets, separate web pages, and separate student recruiting materials into a single effort. There will be additional opportunities to consolidate activities and improve our ability to serve our students and Maine's agricultural sector.

Organization: The proposed School of Food and Agriculture would have a Director and Associate Director. Both will be selected from among the current faculty in the manner described for the selection of department chairs in the AFUM contract. The Director and Associate Director would serve fixed length terms. The School would maintain the present degree programs offered in each unit, and a Program Coordinator would represent each degree option. No immediate changes in curricula or course offerings are proposed. The proposed School would maintain a tripartite mission of teaching, research and outreach. Each unit currently has faculty members with joint appointment with UM Cooperative Extension and this would continue. Faculty members are developing governance documents to facilitate operation following the merger.

Principal arguments for and against the proposed reorganization: The School of Food and Agriculture would bring together faculty and students with shared interests related to sustainability, local, state and regional food systems, and the relationships between healthy foods and healthy people. Stakeholders and funding agencies recognize the essential role of interdisciplinary solutions to increasingly complex problems. These are reflected in NIFA's Priority Science Areas, three of which would be addressed by research, teaching and outreach programs in the School: Food Security and Hunger; Childhood Obesity; and Food Safety. Thus, looking forward, our students will require greater breadth of understanding and experiences to be effective agents of change. Furthermore, there are real opportunities for synergy among research faculty to link production practices to issues of sustainability and consumer health. These are the principle academic arguments in support of this reorganization. Opportunities for improved administrative and faculty service efficiencies were described previously.

The principle argument against this reorganization is that not all faculty, nor undergraduate programs, self-identify with “Food and Agriculture,” and could end up feeling marginalized in the School. Environmental Horticulture, for example, is an undergraduate program that focuses on ornamental, non-food plants; Soil Scientists may identify as environmental scientists, or more aligned with the School of Forest Resources; Nutritionists may identify with biomedical programming.

Faculty and staff involvement in the merger process: The Dean proposed the formation of the School of Food and Agriculture in a memo to all employees within AVS, FS&HN and PSE on April 9, 2012 (see attached memo). The affected individuals held a retreat on May 2, 2012, to jointly discuss this option (see attached retreat agenda). At that meeting, the Dean provided an introduction and answered questions. He then departed so that candid discussions could proceed. The consensus at the retreat was positive and concluded that discussions regarding forming the new School should continue (see attached letter from Dr. Eric Gallandt). A subcommittee of faculty representing each unit has been meeting since then to continue discussions and planning. A faculty retreat is scheduled at the conclusion of the spring 2013 semester to finalize planning and integration; pending Administration and Board of Trustees approval of the merger.

Impact of personnel: This merger will impact all employees of AVS, FS&HN, and PSE. These units all reside in the College of Natural Sciences, Forestry, and Agriculture. All employees will be retained. None will be terminated. Some clerical staff will be assigned to more specific duties, i.e. student services, budget and finance, etc. to take advantage of their skills and improve efficiency. In such cases, we are working with Human Resources to assure that there will be no reductions in salary or classification. Some individuals may eventually be assigned to a different office location to facilitate integration. Pre-tenure faculty will have the option of following the P&T guidelines of their former unit or that of the combined faculty. One faculty member, who did not feel that he belonged in the new unit, was permitted to transfer to another academic unit within NSFA.

Process for review: PSE, AVS and FS&HN underwent departmental program reviews in 2009, 2010 and 2012 respectively. We propose an external institutional review the new School in 2016. This review will be conducted in cooperation with the USDA National Institute of Food and Agriculture.

Respectfully submitted,

Edward N. Ashworth

Dean, College of Natural Sciences, Forestry and Agriculture

Department of Plant, Soil
and Environmental Sciences



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June 1, 2012

Dean Ashworth
College of Natural Sciences, Forestry and Agriculture
Winslow Hall, CAMPUS

Dear Dean Ashworth,

On Wednesday, May 2, 2012, I organized a retreat to determine the merits, demerits and impacts of reorganization of the Departments of Plant, Soil and Environmental Sciences, Animal and Veterinary Sciences, and Food Science and Human Nutrition into a new University of Maine School of Food and Agriculture. Approximately forty faculty and staff from the three units attended the event, which was held from 10:00am to 4:00pm at the Foster Center for Student Innovation. Following your opening remarks, and departure from the meeting, we heard from current School Directors about their merger experiences, and participated in facilitated meetings in both Department groups, and mixed groups (see attached agenda).

Feedback from faculty was very positive, and there was general consensus supporting the proposed merger and formation of the School of Food and Agriculture. Understandably, there are concerns regarding the details of the merger, both how the merger would be executed, and concerns regarding peer review and resources. Discussions are continuing among appropriate subsets of faculty and staff on the merger, and the goal is to keep everyone well-informed during this process.

It is an exciting time to be working on local, regional and sustainable food systems, and this was evident during the discussions at the retreat. I look forward to working with you on this project that will be a benefit to our academic programs, interdisciplinary research, and diverse Maine stakeholders involved in food and agriculture.

Sincerely,

Eric Gallandt
Chair, Department of Plant, Soil and Environmental Sciences

School of Food and Agriculture Retreat

Purpose: Determine the merits, demerits and impacts of reorganization of PSE, AVS and FSHN into the School of Food and Agriculture

**Wednesday, May 2
10:00 am to 4:00 pm**

Foster Center for Student Innovation

Foster Center Contact: Jesse Moriarity (581-9393)
Retreat Contact: Eric Gallandt (581-2933)

9:45 Coffee

10:00 Welcome: Eric Gallandt, Chair, Department of Plant, Soil and Environmental Sciences

10:05 Vision for a School of Food and Agriculture: Ed Ashworth, Dean, College of Natural Sciences, Forestry and Agriculture

10:15 Introductions

10:30 Overview of session, background, desired outcomes, ground rules: Ron Beard, Facilitator, Extension Educator, University of Maine Cooperative Extension

10:40 Lessons from the campus (with time for questions / discussion)

George Criner, School of Economics

Ellie Groden, School of Biology and Ecology

- What was the process of merging like?
- What did we learn in the process?
- What would we have done differently?
- What was lost?
- What was gained?

11:30 Discussion questions by Department group:

- As a department, what are we really good at? What is most important to enhance or what strengths should we build on, as we think about creating a new school?
- What might we gain through creation of a School of Food and Agriculture?
- What might be lost (and other fears)?

12:30 Lunch

- 1:00 Food and Agriculture in Maine: John Rebar, Executive Director, University
Maine Cooperative Extension
- 1:30 Discussion questions in three mixed groups
- Based on what you learned in your department group, what might we gain?
 - What might we lose?
 - What concerns need to be addressed in the process?
- 2:15 Summaries from each mixed group
- Discussion leading to recommendation to Dean Ashworth regarding his
proposal to form new School of Food and Agriculture.
- 3:00 Mapping the process ahead (full group)
- What are key concerns that we need to address in Phase Two?
 - What additional information do we need in order to proceed?
- 3:30 Next steps
- 3:45 Quick Evaluation of work together and Adjourn

April 9, 2012

Dear Colleagues:

I am proposing to merge three academic departments to create a new School of Food and Agriculture. The new School would include 26 faculty members, a number of technical, clerical and professional staff and enroll ~ 400 undergraduate students, and >60 graduate students. The School would have strong research and outreach programs that would serve Maine and also have impact nationally and internationally.

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There are programmatic advantages for merging these departments. For example, the USDA has reorganized to establish a National Institute for Food and Agriculture. National initiatives such as “Know Your Farmer, Know Your Food” provide a focus on the linkage from field to fork. Additional initiatives such as promoting increased consumption of fruits and vegetables to maintain a healthy diet, advocating the health benefits of consuming anti-oxidants, national and international emphasis on food safety, increasing interest in consuming locally-grown and organic foods, and other trends point to the importance of integrating research, educational and outreach programs across the food system.

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Reorganizations of academic units require faculty input and the process is outlined in the Policy and Procedures Manual of the University of Maine Faculty Senate Standing Committee on Program Creation and Reorganization Review Committee (PCRRC). The Senate review process involves three phases: 1) Discussion Phase, 2) Informal Phase, and 3) Formal Phase.

The first phase involves general discussions among interested parties. I have asked Eric Gallandt and a team of representatives from each unit (Adrienne White, Sue Erich and Jim Weber) to lead these discussions. This group will be organizing a retreat in early May to focus on such discussions. A recommendation on whether or not we should proceed with this merger is an expected outcome.

Phase two, the informal phase, involves submission of a written pre-proposal to the PCRRC and a determination by the committee whether the reorganization has potentially significant academic impact. If the impact is thought significant, the process continues into the third phase. As the initiator of this merger, I would take the lead in preparing such documents with your input.

Phase three, the formal phase, if necessary involves detailed data collection, comment solicitation and public meetings.

Our plan is to have open and candid discussions on the merits, demerits and impacts of forming a School of Food and Agriculture. If the process moves forward, we will subsequently work towards integration and a merger. Please know that I do not envision any adverse personnel actions in forming the School. I also envision maintaining our separate undergraduate curricula in pre-vet, animal science, sustainable agriculture, environmental horticulture, food science and human nutrition. I do see the possibility of integrating some aspects of our undergraduate and graduate programs.

Thank you for considering this proposal. Please let me know how I can be of assistance as we explore new options and opportunities.

Best regards,



Edward Ashworth
Dean and Director

Last	First Name	Dept ID	Title	FTE	Work Calendar	Union CD Descr
Bayer	Robert	OANV	Prof Of Animal And Vet Science	1.00		AFUM Full-Time Faculty
Bowden	Timothy	OANV	Asst Prof of Aquaculture	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Causey	Robert	OANV	Asst Prof Of Animal And Veteri	1.00		AFUM Full-Time Faculty
Congleton	William	OANV	Associate Professor Of Animal	1.00		AFUM Full-Time Faculty
Lichtenwalner	Anne	OANV	Assistant Professor - FY	0.40	MTHLY FISC	AFUM Full-Time Faculty
Marcinkowski	David	OANV	Assoc Prof, Animal/Vet	0.30	MTHLY FISC	AFUM Full-Time Faculty
Seekins	Richard	OANV	Scientific Technician II	1.00		COLT Represented Classified
Stoddard	Patricia	OANV	Administrative Assistant I	1.00	BWKLY REG	COLT Represented Classified
Stokes	Martin	OANV	Prof, Animal and Vet Sci	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Wallace	Charles	OANV	Associate Professor Of Animal	1.00		AFUM Full-Time Faculty
Weber	James	OANV	Assc Prof & Prog Leader of Vet	1.00	MTLY 9.5	Non-Represented Faculty
Bushway	Rodney	OFSN	Chair And Prof Of Food Science	1.00	MTLY 10 MO	Non-Represented Faculty
Calder	Beth	OFSN	Associate Professor of Food Sc	0.20		AFUM Full-Time Faculty
Camire	Mary	OFSN	Professor Of Food Science And	1.00		AFUM Full-Time Faculty
Davis-Dentici	Katherine	OFSN	Research Assistant/Lab Mgr	1.00		UMPSA Represented Professional
Dougherty	Michael	OFSN	Research Associate	1.00		UMPSA Represented Professional
Johnson	Connie	OFSN	Pilot Plant Manager	1.00		UMPSA Represented Professional
Klimis	Dorothy	OFSN	Professor of Clinical Nutritio	1.00		AFUM Full-Time Faculty
Myracle	Angela	OFSN	Asst Prof of Human Nutrition	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Nayak	Balunkeswar	OFSN	Assistant Professor of Food Sc	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Perkins	Lewis	OFSN	Laboratory Director/Assistant	1.00		UMPSA Represented Professional
Riley	S	OFSN	Administrative Assistant I	1.00	BWKLY REG	COLT Represented Classified
Skonberg	Denise	OFSN	Associate Professor of Food Sc	1.00		AFUM Full-Time Faculty
Sullivan	Susan	OFSN	Lecturer in Food Science and H	1.00		AFUM Full-Time Faculty
White	Adrienne	OFSN	Professor - AY	1.00		AFUM Full-Time Faculty
Wu	Vivian Chi-Hua	OFSN	Associate Professor - AY	1.00		AFUM Full-Time Faculty
Burnett	Stephanie	OPSE	Assoc Prof of Horticulture	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Dail	David	OPSE	Asst Research Professor	1.00	MTHLY FISC	Non-Represented Faculty
D'Appollonio-Cote	Jennifer	OPSE	Research Assistant	1.00	MTHLY FISC	UMPSA Represented Professional
Dixon	Glenn	OPSE	Administrative Assistant II	1.00		COLT Represented Classified
Elmer	Jane	OPSE	Scientific Technician I	1.00		COLT Represented Classified
Erich	Mary Susan	OPSE	Professor and of Plant, Soil,	0.75		AFUM Full-Time Faculty
Fernandez	Mary	OPSE	Student Academic Services Coor	1.00	MTLY 11 MO	UMPSA Represented Professional
Flanagan	Katherine	OPSE	Administrative Assistant I	1.00		COLT Represented Classified
Gallandt	Eric	OPSE	Assoc Prof of Weed Eco & Mgt	1.00	MTLY 10 MO	Non-Represented Faculty
Giggie	Elbridge	OPSE	Scientific Technician I	1.00		COLT Represented Classified
Griffin	Hannah	OPSE	Research Assistant	1.00		UMPSA Represented Professional
Hoskins	Bruce	OPSE	Assistant Scientist Of Plant,	1.00		UMPSA Represented Professional
Hutton	Mark	OPSE	Extension Vegetable Specialist	0.25		AFUM Full-Time Faculty
Jabbour	Randa	OPSE	Post Doctoral Research Assoc	1.00	MTHLY FISC	UMPSA Represented Professional
Lambert	David	OPSE	Associate Professor, PSE	1.00		AFUM Full-Time Faculty
Lee	John	OPSE	Research Associate-Atmospheric	1.00		UMPSA Represented Professional
Lesniewicz	Krzysztof	OPSE	Scientific Technician I	1.00		COLT Represented Classified
MacFarline	Bruce	OPSE	Scientific Technician I	1.00		COLT Represented Classified
Mallory	Ellen	OPSE	Asst Prof, Sustainable Agricul	0.20	MTHLY FISC	AFUM Full-Time Faculty
Merritt	Cynthia	OPSE	Grant Manager	1.00	MTHLY FISC	UMPSA Represented Professional
Mills	Tammy	OPSE	Scientific Technican I	1.00	BWKLY REG	COLT Represented Classified
Molloy	Thomas	OPSE	Research Associate in Sustaina	1.00		UMPSA Represented Professional
Moran	Renae	OPSE	Assoc Professor of Pomology	0.60	MTHLY FISC	AFUM Full-Time Faculty
Ocaya	Paul	OPSE	Research Associatein PSE	1.00		UMPSA Represented Professional
Ohno	Tsutomu	OPSE	Professor - AY	0.75	MTHLY ACAD	AFUM Full-Time Faculty
Perron	Suzanne	OPSE	Assistant Chemist, Plant Soil	1.00	MTHLY FISC	UMPSA Represented Professional
Plummer	Beth	OPSE	Crop Technician	1.00		COLT Represented Classified
Porter	Gregory	OPSE	Prof, PSE/Agronomy	1.00	MTHLY ACAD	Non-Represented Faculty
Sarrantonio	Marianne	OPSE	Asst Prof Sustainable Crop Pro	1.00	MTHLY ACAD	AFUM Full-Time Faculty
Senter	Karen	OPSE	Scientific Technician I	1.00		COLT Represented Classified
Wardwell	Paula	OPSE	Scientific Technician I	1.00		COLT Represented Classified
Yarborough	David	OPSE	Extension Blueberry Specialist	0.30	MTHLY FISC	AFUM Full-Time Faculty
Young	Jaina	OPSE	Lecturer of Landscape Design	1.00	MTHLY ACAD	AFUM Full-Time Faculty