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Date: April 8, 2008

From: John Mahon, Founding Director
Bahman Baktiari, Director,
Research & Academic Programs

To: Professor David F. Wihry Chair, PCRRC

This is in response to your letter of March 25, 2008. As we understand it, the existing School of Policy and International Affairs (SPIA) is to enter the formal phase 3 process of your Committee's review by virtue of that communication. We have attached an updated proposal for this purpose and we hope that the entire document is entered into the record, including this response to you and the Committee. We will also send you an electronic copy of this entire submission. Your letter of 25 March posed additional questions that the Committee would like to see addressed and they are noted below, with our responses to them. The questions are listed in the order shown in your original letter.

1. The proposal should include an assurance that SPIA's practices will conform to the requirements of the Constitution of the Graduate School in all respects.

The School will conform to the requirements of the Constitution of the Graduate School in all respects once it receives the necessary approvals and upon completion of this process. SPIA will take into account the existing status of graduate faculty, as they become cooperating faculty within SPIA. SPIA will form an Interdisciplinary Graduate Committee and will request Graduate Board Membership upon approval of our degree proposal.

2. We encourage you to incorporate in the proposal a copy of the final decisions of the SPIA PAC and/or peer committee regarding the appointment of cooperating faculty. Please include all policies and guidelines relating to the formation and functioning of the SPIA PAC and peer committees and relate these to the requirements of the Constitution of the Graduate School.

We have included a **DRAFT** proposal of the process and criteria for cooperating faculty status developed thus far by the Program Advisory Committee. We do not wish to preclude their exercise of authority here and note this is not the final document, as we have not received a final version as of the time of this communication. They are also charged with development of policies and guidelines for SPIA, but have not pursued those as the criteria and process for selection of cooperating faculty was deemed to be of greater importance.

3. Please consider providing an assurance that the Director and the Director of Research and Academic Programs will meet at least twice a year with a formally constituted advisory committee that will consist of chairs of all departments with faculty members holding cooperating appointments with SPIA or offering courses in the SPIA curriculum.

To the extent Department Chairs wish to become engaged in this process we will so constitute this committee. As in the case of the PAC we cannot speak for department chairs nor can we compel their participation. Should the Chairs agree, the Director and the Director

of Research and Academic Programs would be happy to meet with them as a group each semester, in addition to individual meetings as needed to ensure appropriate collaborative relations between SPIA and departments or other units.

4. Please provide a more detailed statement of the SPIA budget. Specifically, what is the current distribution of expenditures and what is the planned distribution of expenditures over the next three years? The breakdown should identify amounts to be budgeted for clerical support, faculty stipends, student financial aid, and other significant objects of expenditure. Also, please identify the source of funds for each of these components. The committee is seeking assurance that SPIA's activities will not draw funds from other University programs or units or otherwise re-direct resources or negatively impact the activities of other units.

We have repeatedly noted in all communications (verbal and written) that SPIA will be financially self-sufficient and not draw funds from other Programs or units. We have provided budgetary information and source of funds to the Committee and the Committee has received a fiscal note from the CFO, Janet Waldron. We have, as noted in the attached proposal, already provided funding to other faculty and programs within UM—so we have actually become a source of additional new funding.

It is difficult to answer this question with precision as we do not know: (a) exactly when we will begin the graduate degree; (b) how many students will apply for/need financial aid; (c) the results of on-going fundraising efforts that specifically target students; (d) the performance of the stock market and its corresponding impact on endowment funding flows to SPIA. We can assure the PCRRC, as we have before, that SPIA will operate within the bounds of its existing resources and those additional external resources that it may succeed in attracting.

5. The lack of clarity in the name of the organization remains a commonly-referenced concern and an on-going source of misunderstanding. We urge you to propose a name that better reflects the mission of SPIA and the fact that it will be a unit within the Graduate School. While we may parse the meaning of “and” in the current title, a change of name to address global policy would diffuse concerns about perceived exclusions related to broad areas of domestic policy and avoid confusion with existing programs in international affairs at the undergraduate level.

We have spent an enormous amount of time developing the brand name SPIA with our Board, with cooperating scholars from around the world; with students, both within and outside of the University; with our donors and with international audiences and other professional groups. The Bangor Foreign Policy Forum in Bangor, Maine; The National Defense University in Washington, DC; the Naval Postgraduate School in Monterey, California; and the Emirates Center for Strategic Studies and Research in Abu Dhabi, United Arab Emirates value their relationship with SPIA and the programs that we have co-sponsored and will be putting on in the future. All of our activities to date have been focused on international and/or national considerations. Changing our name would cause confusion with all of these audiences, demand that we start from the beginning in building up brand awareness and blur all of our activities to date. Our existing endowment and other signed agreements would all have to be changed if the name of the School were to be altered. The University of Maine already has a reputation for failure to maintain initiatives (as expressed, for example, by Governor Baldacci). We do not wish to add to the appearance of disorganization and lack of seriousness and perseverance by changing the name of SPIA.

Our mission, as we have noted, is shown below:

The University of Maine School of Policy and International Affairs enhances collaboration among faculty and departments with research or teaching interests in the broad area of international affairs and global policy. SPIA works to promote communication among faculty members, researchers and students

working in policy and international affairs, thereby creating synergistic efforts that promote enhanced scholarly activities. SPIA promotes educational programs, conferences and internships that reflect the intersection of policy and international affairs.

We firmly believe that the issues you note can be addressed by the concrete actions that SPIA has and will undertake and that any confusion is only fleeting.

6. The committee also seeks clarification of reporting relationships and administrative roles. Under the current proposal, the director of the school -- who is also director of another school and dean of a college -- will report to the dean of the graduate school. We encourage you to reflect on possible ways to clarify this arrangement.

There are two issues here. First, the multiple roles of the current Director of SPIA; and second, the relation of the Director of SPIA to the Dean and Associate Provost for Graduate Studies, should this proposal come to fruition and SPIA report to the Graduate School.

The University of Maine College of Business, Public Policy and Health has, since its inception had the Dean also serve as the Director of the Maine Business School. There have never been sufficient funds to have two different individuals serve in these positions. The relationship of a Dean of a College to the Dean of the Graduate School has existed for some time—at least as a dotted line relationship. This relationship will in no way change because of SPIA reporting to the Dean of the Graduate School.

The current relationship—a Dean who is also a Director of a School as noted above is not going to change in the foreseeable future as there are simply no funds available to make such a change.

If this change is approved, the Director of SPIA will report to the Dean of the Graduate School, period—there will be no intermediate or dotted line relationship of the Director of SPIA to anyone else but the Dean of the Graduate School. This is not as complicated as that faced by the Director of the School of Economics that reports to the Dean of NSFA and the Dean of CBPPH.

