

PCRRC Phase II Statement from the School of Policy and International Affairs (SPIA)

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Preamble

The School of Policy and International Affairs was proposed in October 2006 to the University of Maine System and accepted by the System Office without a vote of the Board of Trustees. Consequently, SPIA's authorization to grant graduate degrees is in question. Since the original proposal, the Faculty Senate has established a process for reviewing new and reorganized program proposals through its recently created Program Creation and Reorganization Review Committee. In accordance with Provost Szymanski's letter of November 16, 2007 to PCRRC Chair David Wihry, SPIA has convened a strategic planning group, the SPIA cooperating faculty have elected a Policy Advisory Committee composed of cooperating faculty, and SPIA's leadership has met with Associate Provost Sandweiss to set in motion the process to regularize SPIA's status as a degree-granting unit. To achieve this goal, SPIA will follow the PCRRC's guidelines and work collaboratively with the PCRRC to prepare a proposal that can be sent through UMaine's administration to the System and eventually to a vote in the Board of Trustees. The first step, Phase I of the PCRRC's guidelines, was our meeting last week. This document is the Phase II Pre-proposal.

In summary, SPIA seeks authorization to become a graduate degree-granting unit in accordance with appropriate procedure and with the approval of all relevant governance bodies. It desires this authority because it has received a substantial external gift for student scholarships, fellowships, conferences, and faculty overload teaching. SPIA will provide an interdisciplinary graduate program in global policy, which would be approved through normal channels (Graduate Board, Provost, President, System, and Board of Trustees) but which will not be presented for final approval until SPIA's status has been properly established.

The following document responds to the five questions in Phase II of PCRRC's guidelines.

PCRRC Process Phase II

Part I

A statement describing the proposed changes and identifying expected resource costs, expected benefits, and expected impacts on academic programs.

- 1) This statement should include a justification or rationale for the proposed changes and an assessment of their anticipated net effect on the quality and scope of the University's academic programs, including instruction, research, and service.*

The purpose of this pre-proposal is to seek a reconfiguration of the School of Policy and International Affairs into a School with the authority to grant graduate degrees in the area

of global policy. There is currently no graduate program at UMaine dealing with global policy, even though changing state, national, and international imperatives challenge us to recreate our academic enterprise to meet emerging problems and opportunities. The most serious public policy issues today all have important international components: Global warming, world hunger, poverty, the war on drugs and national security, international health crises, disease transfer from different countries and other human development concerns require policy makers to employ global as well as cross-jurisdictional, cross-sectoral (public-private-non-profit), and cross-disciplinary strategies. The proposed program will have no negative impact on existing UM programs—it will bring students who would otherwise go elsewhere, and these students will increase the credit hour production of many graduate courses currently offered by existing units. All new instruction will be funded from external sources (endowment) that are not available to any other unit on campus. The presence of interdisciplinary graduate students in global policy will help draw together faculty from different units and may lead to increased research opportunities. The international service component of the program will enhance the total service performed by UM students.

2) *Any details about the financial arrangements that have been discussed should be included.*

SPIA has two sources of funding, an E&G budget of \$58,000, and a gift account of \$2.4 million. Over 80 percent of the E&G budget is committed to wages, release-time and administrative assistant support. As Provost Szymanski has indicated in an email to the PCRRC on February 10, 2008, “there is no intention of relocating any additional resources to SPIA.”

The gift account generates around \$170,000 to \$180,000 per year, depending on the market. The endowment is held by the University of Maine Foundation, and the terms of the endowment have been signed into a School of Policy and International Affairs Fund. Thirty-three percent (33%) of the annual earnings shall be endowed, seventeen percent (17%) shall be quasi endowed (whereby principal may be invaded) and fifty percent (50%--\$85,000-\$90,000/year) shall be made available for current expenses of the School of Policy and International Affairs. Under the current arrangement, the funds are received as a lump sum in December.

Most instruction will be through existing courses, which will add credit hour production to other units. Instruction of the four SPIA-sponsored courses will be delivered through paid overload teaching by UMaine faculty and by adjuncts who are cooperating professors in SPIA (see below, Part II Question 2D). The existing E&G budget and the endowment income are sufficient to cover all anticipated costs of the SPIA graduate program and other SPIA operational expenses: all instructional costs and other expenses beyond what is covered by the existing operating budget will be paid from endowment earnings. Put another way, SPIA can and will live within its means without drawing resources from other units and programs.

- 3) *The statement may include a brief presentation of any other material the proposer wishes the Committee to consider in its deliberations.*

We look forward to working with PCRRC to appropriately organize SPIA to achieve its goals, to the benefit of UMaine and the State of Maine.

Part II

Concise responses to the following questions. Responses should be numbered to correspond with the questions.

1. *Describe the current organizational structure and functional responsibilities of the unit or units that will be affected by the proposed changes. The description should identify the entities to which the unit or units currently report and briefly characterize the units' missions in regard to research, instruction, and service.*

SPIA has a Founding Director, a Director of Research and Academic Programs, 21 cooperating faculty, 15 cooperating international scholars from around the world, office space, a part-time administrative assistant, a small operating budget, and an endowment with the chance to grow. SPIA has an external board of advisers composed of prominent individuals who have agreed to assist SPIA in fund raising, research grants, and internship support. <http://www.spia.umaine.edu/BoardofAdvisors.html>

The Cooperating Faculty elected an Interim Policy Advisory Committee in January, 2008. The PAC's charge includes reviewing any proposed SPIA programs, establishing and applying criteria for admitting new cooperating faculty into SPIA, and advising the Director of SPIA in matters of unit policy. As currently organized, SPIA reports to the Dean of the College of Business, Public Policy, and Health. However, we are recommending to the Provost that as an interdisciplinary, multi-college unit supporting only graduate-level academic programs, SPIA's reporting line be moved to the Graduate School, with the Director of SPIA reporting to the Dean and Associate Provost for Graduate Studies. This change will broaden SPIA's appeal to faculty across the University of Maine. The move would confirm SPIA's commitment not to include faculty salary lines or tenure homes, or to subsume departments, as the Graduate School organization does not contemplate such elements.

2. *Identify the principal arguments that have surfaced to date both for and against the proposed reorganization. Avoid general statements, and list concrete examples of specific benefits and costs.*

We are aware of the following concerns (*in italics*), our responses are included below.

A. Letter by PRCCR (October 9, 2007): The University should re-configure SPIA from a "virtual" to degree-granting School.

We ask PCRRC to help define whether the term "virtual" can encompass degree-granting authority by a unit which has no faculty lines and which does not draw on E&G for

instructional expenses, or whether our request to the System should include elimination of the term “virtual”.

B. SPIA is a global model for campus reorganization.

This is not accurate, because SPIA does not house faculty lines.

C. SPIA will drain resources from already under-funded programs.

As we have discussed above, SPIA already has a small base budget; that will not change whether or not SPIA is reorganized to offer a graduate degree. Other costs of the program will be paid from endowment earnings. Because some of those earnings have been used to support UM faculty members’ travel (e.g. the Director of the International Affairs Program, even though he has not yet accepted an invitation to be a SPIA cooperating faculty member) and will probably be so used in the future, resources will actually flow from SPIA to the campus, if only modestly. Support for graduate students who work with cooperating faculty (once the graduate program is in place) will also constitute a resource contribution of SPIA.

D. The faculty who will be teaching graduate courses in the proposed global policy program will be affected and the departments in which they currently teach may be affected by a reduction in the number of courses they can offer as part of their own programs.

This is a legitimate concern, we are aware that many departments are already stretched. However, some of SPIA’s graduate courses will be taught by visiting faculty who are adjuncts. To mitigate any potential detriment to units whose faculty might wish to participate in SPIA instructional activities, before any overload assignment is accepted by a regular UM faculty member, the leadership of SPIA will meet with the faculty member and his or her home department chair or director to ascertain whether the overload teaching would constitute any sort of hardship for the home unit. If that is determined to be the case, SPIA will instead hire a qualified adjunct instructor.

3. SPIA does not have a clear organizational structure that incorporates faculty input?

We have addressed this concern by electing an Interim Policy Advisory Committee (PAC) in January 2008. The PAC (Mario Tiesl, Chair, Shannon Martin, and James Acheson) has oversight over program proposals and admission of additional cooperating faculty into SPIA, along with other responsibilities that may arise. As SPIA reorganizes into a graduate degree-granting unit with instituted shared governance, the PAC Committee will draft a constitution for the School accordingly. Once SPIA’s status is clarified, PAC and SPIA Cooperating Faculty will form two other Committees: a Curriculum Committee, and a Research and Public Service Committee. It is critical for us to have a clearer mission so that we can incorporate the appropriate shared governance policies into a constitution for SPIA.

- 3. Provide an overview of the discussions that have occurred to date relating to the proposed changes. Over what time period have discussions taken place? Have faculty been involved in these discussions? All faculty or a subset of faculty? Which administrators have been involved in these discussions? Who initiated the discussions?*

Discussions about SPIA's degree-granting authority started with a petition from the Department of Public Administration to change its location from Maine Business School to SPIA. Although this move was unanimously approved by the PA faculty, PRCCR did not approve the move because SPIA's status as a "virtual" school needed to be clarified, and the Committee asked for this status to be clarified before it could rule on the petition. As indicated in Provost Szymanski's letter of November 16, 2007 to PRCCR, "upon further consideration, and some good discussion with members of your committee, we reconsidered our support of the department's request and have now tabled the proposal." In the same letter, Provost Szymanski instructed SPIA to answer the questions raised earlier by PCRRC. Subsequently, President Kennedy and Provost Szymanski asked Dean and Associate Provost of Graduate Studies Dan Sandweiss to coordinate this effort with SPIA and PCRRC in order to clarify SPIA's degree granting authority and move forward with a plan for a masters degree in global policy. On February 1, 2008, a meeting was held between PCRRC, SPIA Director of Research and Academic Programs Bahman Baktiari, and Dan Sandweiss. In follow up to this meeting, SPIA has prepared this pre-proposal.

- 4. Identify faculty and staff who will be affected by the proposed changes.*

No one will be directly affected by the proposed changes, in the following sense: The Founding Director and the Director of Research and Academic Programs are administrators who are already appointed; the part-time administrative assistant is already appointed; and the faculty will only hold cooperating status in SPIA. This means that SPIA will not house any department, nor serve as a tenure home for any faculty member. All instruction uniquely sponsored by SPIA will be paid as overload from endowment earnings (see response to question # 2 above.).

- 5. Indicate whether potentially affected parties have been systematically polled (by ballot or straw vote, for example) on their positions relative to the proposed changes. If so, describe the results of any polling.*

The most directly affected parties are the cooperating faculty of SPIA. The PAC that represents SPIA faculty has voted in favor of the proposed graduate program. No other polling has been done.