

INSTITUTE FOR LEADERSHIP AND DEMOCRACY

Proposal

Submitted to the University of Maine Faculty Senate,
Program Creation and Reorganization Review Committee

October 2013

Part I:

1. This is the formal proposal for the creation of the Institute for Leadership and Democracy at the University of Maine.

The mission of the University of Maine Institute for Leadership and Democracy is to advance Maine's unique tradition of civic leadership that is civil, thoughtful, participatory, deliberative, and ethical, and is aimed at solving real-world problems in Maine, the U.S., and around the world in innovative ways.

The Institute will serve as an umbrella organization that will facilitate and coordinate a number of activities among the affiliated units and program. However, it is important to stress that no reorganization, merging, or alteration will be made to any existing units, nor will this significantly affect the budgets of affiliated units. No changes will be made to any governance structures, supervisory relationships, or administrative reporting lines as a result of the Institute's creation. Also, it is important to note the Institute will not be a degree-granting academic unit.

The units and programs formally affiliating with the Institute are as follows:

The Margaret Chase Smith Policy Center is dedicated to improving and promoting the quality of public dialogue about state, regional, and national policy issues through applied policy research and projects that seek innovative solutions to practical problems. The Center publishes *Maine Policy Review*, a journal dedicated to independent analysis of public policy issues relevant to Maine. Through the *Distinguished Maine Policy Fellows* program, the Center brings distinguished Maine policy leaders to UMaine where they interact with students, faculty and administrators. Policy fellows share their knowledge with students and engage with faculty and graduate students about research and public policy. The *Maine NEW Leadership Program* is a six-day residential training program for undergraduate women from Maine to increase awareness of their leadership potential, skills, and opportunities in civic life and public office. The Margaret Chase Smith Policy Center is headed by a Director (Dr. Linda Silka) who reports to the Vice President for Research (Dr. Carol Kim).

The William S. Cohen Center for International Policy and Commerce serves as a focal point for education, outreach and research on international issues. The Cohen Center draws upon the diplomatic, military and business expertise of senior associates of *The Cohen Group* in Washington, D.C. and UMaine faculty to deliver educational and community outreach programming designed to promote a deeper understanding of

international security issues and success in the increasingly global economy. Through the *William S. Cohen Lecture Series*, national leaders come to campus to speak about contemporary issues and interact with the UMaine community. The Center also encourages research projects involving The *William S. Cohen Papers* which document the activities of Cohen and his staff during his years as a The Centers' *Educational and Community Outreach Programs* draw upon the experiences and expertise of UMaine's international student and faculty population to deliver workshops, seminars, and short courses designed to promote success in the increasingly global economy. Through the *William S. Cohen* lecture series, national leaders come to campus to speak about contemporary issues and to interact with the UMaine community. The *William S. Cohen Papers* document the activities of Cohen and his staff during his years as a U.S. Representative (1973-1979), U.S. Senator (1979-1997) and Secretary of Defense (1997-2001). The "Papers" include photographs, film footage, audio records, memorabilia, and manuscript material from some of the books Secretary Cohen has written. The Cohen Center is headed by a Director (Jan Staples) who reports to the Director of the School for Policy and International Affairs (Capt. James Settele). The Papers are administered by the Dean of Libraries (Dr. Joyce Rumery).

The School of Policy and International Affairs offers an internationally focused graduate program that provides students the knowledge and analytic skills to excel in international policy careers. Through conferences and the *SPIA Lecture Series*, the School offers programming that enlightens the UMaine community about international issues and policies. SPIA is headed by a Director (Capt. James Settele) who reports to the Dean of the College of Liberal Arts and Sciences (Dr. Naomi Jacobs).

The Department of Political Science offers undergraduate programs in diverse subfields of political science, political theory, constitutional and American law, and legal studies. The faculty are scholars of political theory, American and international comparative politics, political theory, public policy, public opinion and related areas. The department offers a variety of opportunities for internships and community-engaged policy research. The department is headed by a Chairperson (Dr. James Warhola) who reports to the Dean of the College of Liberal Arts and Sciences (Dr. Naomi Jacobs).

The International Affairs Program offers an interdisciplinary undergraduate major and minor in international affairs. The IA Program is headed by a Director (Dr. Howard Cody) who reports to the Dean of the College of Liberal Arts and Sciences (Dr. Naomi Jacobs).

The Peter T. Madigan ('81) Congressional Internship Program, founded and administered by the Department of Political Science, provides students with practical government experience through internships in Washington DC with Maine's congressional delegation. The internship program is now in its sixth decade and is among the oldest congressional internship programs in the U.S. Since 1972, every member of the delegation has hosted a UMaine intern. Interns are full time staff members and have a variety of responsibilities such as monitoring hearings, writing press releases, conducting research, corresponding with constituents, and delivering documents to the Capitol. The Madigan Internship Program is headed by a Director (Dr. Richard Powell)

who reports to the Chairperson of the Department of Political Science (Dr. James Warhola).

The Kenneth Palmer Maine State Legislative Internship Program, founded and administered by the Department of Political Science, places students in the offices of members of the legislative leadership. Students spend two full days a week in Augusta for a semester-long internship. The Palmer Internship Program is headed by a Director (Dr. Richard Powell) who reports to the Chairperson of the Department of Political Science (Dr. James Warhola).

The Margaret Chase Smith Policy Center Maine State Government Summer Internship Program provides students with the opportunity to participate in Maine State Government through an educational work experience. The internship program falls under the supervision of the Director of the Margaret Chase Smith Policy Center (Dr. Linda Silka).

Other units or programs, some currently in the advanced developmental stage but not yet ready for public announcement, may choose to affiliate with the Institute in the future as appropriate.

The Institute has sought, and will continue to seek, to be inclusive and welcomes affiliations with any units or programs that relate in a meaningful way to the mission of the Institute (see above). Units and programs, other than those mentioned above, have been consulted in the developmental stage of the concept plan for the Institute to see if they would like to be formally affiliated. Those sorts of outreach efforts will continue on an ongoing basis.

The Institute will seek to forge collaborative endeavors with a range of organizations from around Maine. However, formal affiliation with the Institute will only be from units and programs at the University of Maine.

2. The University of Maine currently has a number of units that share common interests in leadership and civic engagement, but are largely operating independently of one another with very little coordination. The Institute for Leadership and Democracy aims to foster collaborative efforts between these units that share important characteristics and missions--chief among them is the development of future state, national, and international leaders. Each of the parts of the Institute brings its own critical contribution to the larger mission, whether it is in policy research, teaching, promoting civic engagement, developing tomorrow's leaders, or affecting positive change in people's lives in Maine, the U.S., and the world.

The concept plan for the Institute has been developed over the past 13 months through broadly inclusive, collaborative meetings among all of the affiliated units (discussed more below). Recognizing the needs to be addressed, the proposed Institute for Leadership and Democracy has become an important part of President Ferguson's *Blue Sky Plan* to revitalize and transform the University of Maine's critical roles in research, teaching, and public service.

The Institute's activities will directly contribute to the teaching, research, and service missions of the University of Maine. This will have direct and indirect benefits for students, faculty, staff, and Maine's citizenry. The Institute will also help to forge linkages and increase the visibility of the University of Maine with key external constituencies in the state. Programming will include such things as a leadership speaker series, the hosting of visiting scholars, debates for statewide elective office, an annual leadership conference, workshops for elected officials, the facilitation of civic engagement internships for students, applied policy research in the local community, course development grants for faculty in the areas of leadership and civic engagement, and promoting the scholarly use of the affiliated archives.

A multitude of research has demonstrated the link between dynamic centers of interdisciplinary innovation and the physical and intellectual concentration of highly informed experts from a variety of disciplines. The daily encounters of these individuals lead to the cross-pollination of ideas that is essential to innovation. The Institute will facilitate connections between different units and faculty whose work has the potential to be highly complementary.

The intellectual space for the Institute results from bringing together faculty, students, and real-world civic leaders in ways that will be mutually beneficial and collectively innovative. There is a great opportunity to concentrate and grow our teaching, research, and public outreach as it relates to the mission of the Institute.

The concept plan for the Institute for Leadership and Democracy was developed collaboratively by representatives of all the affiliated units and programs discussed above, in addition to key external constituents who are assisting with the Institute's development efforts. The Institute for Leadership and Democracy Working Group held its first official meeting in August 2012. Over the subsequent months it continued to meet and develop the concept plan in a collaborative fashion. The Working Group arose out of informal discussions that had been taking place over an extended period of time prior to the formal meetings. The immediate impetus for the development of the concept plan arose from the inclusion of the Institute in President Ferguson's *Blue Sky Plan*.

A number of individuals have been consulted as part of this process. The specific membership of the Working Group consisted of:

Jeffrey Hecker (then-Dean of the College of the Liberal Arts and Sciences, now Provost)
Richard Powell (Associate Professor, Department of Political Science)
Mario Teisl (Professor & Director, School of Economics)
Mary Cathcart (Margaret Chase Smith Policy Center)
Charlie Morris (Margaret Chase Smith Policy Center)
Jan Staples (Director, William S. Cohen Center for International Policy and Commerce)
James Settele (Director, School for Policy and International Affairs)
Peter Madigan '81 (University of Maine Board of Visitors and SPIA Board of Directors)
Joyce Rumery (Dean, University of Maine Libraries)
Stewart Harvey (Facilities Management)
Terri Beyer (Office of Development)
Steve Abbott (Athletic Director and President's Cabinet)

Julie Hopwood (Senior Advisor to the President)

Many individuals were consulted beyond the Working Group itself. For example, input was gathered from James Warhola (Chair & Professor, Political Science Department), Linda Silka (Director, Margaret Chase Smith Policy Center), Mark Brewer (Associate Professor, Political Science Department), Melissa Ladenheim (Honors College Faculty), Mark Haggerty (Honors College Faculty), Rob Glover (Political Science/Honors College Preceptor), LTC Jon Velishka '97 (U.S. Army), Howard Cody (Director, International Affairs Program), Tim Cole (Associate Dean CLAS & Associate Professor, Political Science Department), Amy Fried (Professor, Political Science Department), Claire Sullivan (Associate Dean CLAS & Communications and Journalism Department), E.J. Roach (Student Affairs), and Lisa Morin (Student Affairs). Informal input was also gathered from a number of other individuals not mentioned here.

3. The Institute will be funded entirely from externally raised money. No E & G money will be used for the Institute, nor will any E & G money be transferred between units as a result of affiliation with the Institute. Earlier this year, the University received an external gift of approximately \$200,000 to serve as seed money for the development of the Institute. All expenditures described below, except as noted otherwise, will be funded from this seed money.

The Institute will be led by a faculty member (Dr. Richard Powell, Associate Professor of Political Science) who will serve as Director. The Director will be appointed by, and report to, the Dean of the College of Liberal Arts and Sciences. He will be advised in his work by an Advisory Council made up of representatives from all affiliated units and other internal and external constituencies. The Director will receive an initial annual stipend of \$8000 per year, in addition to a reduction in teaching responsibilities of one course per semester. The Director's course release will necessitate the funding of two course sections per year, at an approximate cost of \$7500-8000. At first, the Director will be assisted in his daily work only by work-study students and the services of a graduate student assistant (approximately 10 hours per week) made available by the School of Policy and International Affairs, one of the affiliated programs (see above). Other faculty within the university may choose to assist with some matters from time to time, only on a voluntary basis as part of their service contributions to UMaine. No work will be assigned to the administrative staff of existing units unless they are compensated from the seed money fund through the university's normal procedures.

In terms of the Institute's reporting structure to the CLAS Dean, we affirm that the Institute's participating units and affiliated programs are drawn from around campus. However, all of the affiliated academic programs (SPIA, Political Science, International Affairs) are in CLAS, as are two of the three internships and one of the two participating centers. The interdisciplinary nature of the proposed institute is completely consistent with the mission and operations of the College of Liberal Arts and Sciences. In fact, the college is home to other interdisciplinary units whose participating faculty and students are drawn from across campus (e.g., Women's Gender and Sexuality Studies, Native

American Programs, Franco-American Studies). Having a dean-advocate for the Institute will be important for the unit's fund-raising operation.

In the short term (estimated 3-5 years), the Institute will be housed in existing office space (two offices and an entry area) that is currently vacant in N. Stevens Hall. This office space has been set aside for the Institute's use by the UMaine administration. The office space will only require very basic renovations (i.e. new paint and carpeting). The estimated cost of such renovations, based on a quote prepared by Facilities Management, is \$9500.

In the initial start up phase, additional costs of the Institute are estimated to be \$5000 per year. This covers basic expenses such as copying, paper, office supplies, travel, phone service, and printing costs. The Director will use existing computer equipment.

Initially, the Director's primary responsibility will be working with the university's development office, President's office, Provost, CLAS Dean, and other internal and external friends of the Institute on fundraising efforts aimed at building an endowment to fund the Institute's activities over the long run. The Institute is a part of President Ferguson's *Blue Sky Plan* and has the enthusiastic support of a number of key external constituencies that will play a critical role in fundraising efforts. Thus, we are confident the financial development of the Institute has critical internal and external support.

The Director will also work to leverage initiatives that involve very little or no financial cost, such as cross-publicizing the public events of the affiliated units and programs, hosting roundtable discussions among affiliated units, and building collaborative interdisciplinary networks. The Director may also facilitate conversations among existing academic units with an interest in developing interdisciplinary certificate programs or minors in leadership and civic engagement. Since the Institute will not be an academic unit, it will only play a facilitating role in such efforts. Any resulting programs will be administered by existing academic, degree-granting units.

The Institute's concept plan calls for programming and staffing to be added only as additional external money is raised. The Director will work with the Institute's Advisory Council to prioritize programmatic activities and staffing needs. Programming will be tied to the Institute's mission, as articulated above, and will include such things as a leadership speaker series, the hosting of visiting scholars, debates for statewide elective office, an annual leadership conference, workshops for elected officials, the facilitation of civic engagement internships for students, applied policy research in the local community, course development grants for faculty in the areas of leadership and civic engagement, and promoting the scholarly use of the affiliated archives.

The development of the institute will be intimately tied to fundraising milestones. The Institute concept has proven to be attractive to donors who have provided the initial support and have agreed to work with the university to raise additional funds. The Institute represents a new approach to attracting private resources to the university. The success of the Institute will depend upon the success of the fundraising efforts. If fundraising proves only modestly effective, the scope of the Institute's activities will remain modest.

Long-range plans call for the Institute to be housed in a renovated Coburn Hall along. There have been long-term plans to move the Margaret Chase Smith Center, SPIA, and Cohen Center back into Coburn Hall once funds can be raised for necessary renovations. When this eventually occurs, the space in Coburn will be occupied by existing UMaine units such as MCSC, SPIA, and the Cohen Center that are participating in the Institute.

4. The Institute for Leadership and Democracy will begin operations immediately upon formal recognition.
5. N/A

Part II:

Note: PCRC guidelines for Phase 3 Review call for this section (Part II) to include considerations that are supportive and not supportive to an evaluation of a “proposed reorganization.” As discussed above, the Institute for Leadership and Democracy represents the creation of a new Institute that will not reorganize any existing units or programs. Affiliated units and programs will not have their existing governance structures or reporting lines altered by the creation of the Institute. Faculty will only participate in the Institute’s activities on a voluntary basis. Nevertheless, members of the affiliated units have been very enthusiastic about the creation of the Institute and are likely to be quite active in the Institute’s activities. Staff from the existing units will be very minimally impacted by the Institute. There are no expectations that these staff will perform any uncompensated work on behalf of the Institute.

1. The chief advantages that have been identified for the creation of the Institute are as follows:
 - The Institute will benefit the economic and civic life of the state of Maine through the development of real-world leadership skills and civic engagement of the current and future leaders of the state. This will allow Maine to better face emerging challenges, and to better meet the needs of the university and the citizens.
 - The Institute creates synergies among participating units in the service of promoting its ideals and mission.
 - The Institute will allow the university to capitalize on opportunities related to leadership training and civic engagement through coordinated efforts in securing grants, public outreach, and facilitating links between faculty, students, and the larger public needs of the state.

- The Institute will permit the university to enhance its public visibility through coordinated fundraising and the coordinated development of programming with widespread public interest and importance.

2. We are not aware of any arguments that have been raised in opposition to the Institute or any criteria that contradict the creation of the Institute for Leadership and Democracy.