

11-8-2013

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Recommended Citation

Direction Package Advisory Board, "Direction Package Advisory Board Notes - November 8, 2013" (2013).
Direction Package. 26.
https://digitalcommons.usm.maine.edu/direction_package/26

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Direction Package Advisory Board

November 8, 2013

9:00am – 1:00pm, Faculty Dining Room, Gorham

Direction Package Advisory Board (DPAB) Attendees:

Kelsea Dunham, Christian Evans, Mary Sloan, Bill Wells, Bruce Clary, Jon Barker, Joy Pufhal, Bob Blackwood, Andy Anderson, Lynn Kuzma, Monique LaRocque, Jeanne Munger, Gary Johnson, Christie Hertlein, Margo Luken, Jessica Picard, Amy Amico, Pamela Roy, Carlos Luck, Judy Shepard-Kegl, Carol Nemeroff via Skype, Blake Whitaker (rep for Joyce Gibson), Joe McDonnell

Guests and Visitors:

Sharoo Wengland, Dick Campbell, Skyla Gordon, Tara Coste, Jerry Lasala, Theo Kalikow, Susan Campbell, Michael Shaughnessy, Senator Mary Nelson, Senator Justin Alford, Bob Caswell, Martha Freeman, Richard Barringer, Stephen Houser, Michael Stevenson, Jeannine Uzzi

Senate President Justin Alford:

- We are fighting hard for education
- Failing this planning process is not an option; USM is too important to greater Portland and the State of Maine
- Few facts I want to share with you all:
 - 85% of USM students come from ME
 - 90% of USM students apply for financial aid
 - 50% of ME's GDP comes from Cumberland, York, and Sagadahoc counties; these 3 counties & USM are critical to the state's gross domestic product (GDP)
 - There is competition from many areas including other universities, online and out-of-state
- Another challenge for USM is the fact that its faculty have not been contracted for the past several years – I and Senator Nelson and others are doing all we can with the Chancellor to get these contracts settled
- Most of USM's students are first generation and have little to no resources. If USM is not there to help them they have nowhere else to go. USM is too important to these students.
- Since 2004, USM has had 3 presidents, 4 provost, and multiple deans, and many rebranding initiatives that have played into why USM is in this current flux position. That said, we must get out of it

- I will hold the president and faculty accountable to this task and USM should hold me accountable to be a stronger voice in Augusta for USM and higher education.
- I would like USM to get more involved with the community – internships, etc. – and to build a stronger partnership with the town of Portland.
- I encourage the group to ask the tough questions, stop when everyone is not comfortable, make the tough choices
- USM needs to be one USM and one Portland

President Kalikow:

- This is a good chance for USM to come together and move the institution forward
- There is no more important job than for us, the Direction Package Advisory Board and administration, to make this institution right for the future
- USM has many connections with Portland already but they don't cohere into a story that we can tell the community and it is my hope is that this will change as a result of this Direction Package work
- This is a fabulous group of individuals, who have a lot of shared interest, and my hope is that we will come together to see our way forward for USM.
- Hopes the group will become a more cohesive, long standing group that will extend into the future.

Faculty Senate Chair Jerry Lasala:

- This is a great adventure we are undertaking
- Since the initial rollout on September 24th, I have been working closely with President Kalikow, Dave Stevens, Chancellor Page and the Faculty Senate Executive Committee, to get this committee together and make it successful. USM can't fail.
- Most of the problems facing USM have been long term, systemic problems and we can't continue to make cuts to the budgets until we understand what USM does well, what USM needs to stop doing and what USM needs to begin doing.
- USM should be looking at the other institutions in the State and region as opportunities instead of competition, and decide what USM could, or can, do better than those other institutions cannot do well.
- The DPAB needs to look at all the big picture factors facing USM
- USM will need to review the current data available to USM and figure out what data is still needed.
- I am glad there are many voices involved in the decision making process for USM and meeting the needs of the State of Maine.

Facilitator Dave Stevens:

- Stevens will be the facilitator for the duration of the DPAB unless they decide otherwise.

- Today is start of a transition period to assist with morphing the DPAB and USM into a cohesive team.
- Today's expectations are to set up the DPAB for transition and success
- It is important for this group (the DPAB) to get this right, so we are going to take extra time today to layout the process to make it work and the process can be modified as needed in the future
- I will provide a survey monkey for the purposes of commenting and providing feedback for his facilitation. *Site is: <https://www.surveymonkey.com/s/HTDQ7NH>*
- Stevens noted that for all intents and purposes he will be reporting to the Direction Package Advisory Board for the duration of this process

Overview of meetings:

- If a DPAB member cannot make it to a scheduled meeting, they can send one representative in their place. They are to let Sharoo Wengland know who the replacement will be at their earliest opportunity.
- Stevens asked the DPAB to let Sharoo know about any major conflicts with the current schedule when either they or their representative are unable to attend. This information should be sent to Sharoo to analyze and make adjustments to the DPAB meeting schedule to accommodate the most people at each meeting. *Done and new schedule produced*
- Members and representatives can attend partial meetings if necessary.
- Dialogue at Direction Package meeting will be kept between the members and speakers. The guests, including President's Council, will be observers to the conversation, not participants unless called upon for specific information.
- Stevens stated that he will try to set the Board up for success for each meeting and hopes to have the objectives to member prior to each meeting.
- Bulleted notes and supporting documents for each meeting will be posted on the website.
- Request was made to set up remote opportunities for participation at as many of the DPAB meetings as possible.

DPAB Charge:

Overall outcomes for the DPAB:

1. Develop draft recommendations to address USM's structural gap for FY '15 by Feb. 15th
 2. Develop a clear vision of what USM will look like moving forward
- Structural gap as defined across the System: what we anticipate as revenues and currently anticipate as expenses for FY 15. Each UMS campus does a 5 year projection annually that is shared with the BOT. The report includes strategies to cover costs.

- If needed, as a backup to this process, we do have the governance documents that will move the DPAB and USM forward
- The DPAB will be charged with addressing and creating strategies to address the structural gap.
- The DPAB has between now and February to create strategies to address the FY 15 structural gap. The group may continue past end of Feb to address and the more long-term direction and financial challenges USM faces.
- Another outcome for the DPAB to work towards is a process and plan to successfully handle the short-term and long-term needs and goals of the university.
- The major constraint the DPAB is facing is the timeline and requirement that a draft budget for FY 15 be presented to President Kalikow by Feb. 15th in preparation for the BOT budget report in March
- Theo and Jerry hope that by January or early Feb. the DPAB will have recommendations to either meet the FY 15 budget gap or a plan to go to the BOT and request a loan from the BOT with the understanding that the DPAB continue to make progress for meeting the deficit. (The Chancellor has stated that he and the BOT would entertain this option as long as the USM faculty and administration are working together to solve the USM deficit.)
- The DPAB will need to work from the assumed facts available for the budget.
- It was discussed that the common knowledge pieces should be stated up front so the DPAB will know which areas are unable to be considered for cost savings; i.e. electrical expenses
- It was decided that the DPAB will keep the students on the Board in the fore front of their mind and ensure they are not being given projects that will impede their student work and lives.

Discussion about roles:

- Co-sponsors: Kalikow and Lasala are co-sponsors of the group. They created the group and draft process with aid from Stevens. They will be listening to the information and suggesting changes to the process as needed. Kalikow and Lasala will receive the final DPAB recommendations to be discussed with the administration and Faculty Senate.
- Facilitator: Stevens is the facilitator and will organize the DPAB and provide processes that will guide their work. He will listen to feedback trends and modify the process as needed. He will also play the devil's advocate and push the Board to engage in dialogue about the hard questions. If Board members have a question that they don't want to ask in front of the Board they can let Stevens know and he will present it at the appropriate time to the Board.
- Inner rings: The DPAB members or their representatives are the only members included in the inner ring. The DPAB will be participating in the dialogue and creating the suggestions/tactics for moving USM forward.

- Outer rings: The outer ring consists of the guests who do not engage in the dialogue but are available for resources as needed.

Meeting Ground Rules:

Discussed the Balance of openness and the Press:

- Theo, Jerry and the Chancellor want the DPAB to have the resources and data available to them to review and make the decisions that need to be made.
- The DPAB must have a safe environment for dialogue – openness and transparency – but a safe environment for dialogue without the negativity of the dialogue taken out of context and put into the press
- Kelley Wiltbank said that the only legal requirements for open meetings are the Board of Trustees meetings. However, once the dialogue is open to guests and observers the Board will find it hard to restrict members of the Press from attending..

Options for Open Discussion/Press:

The question consists on whether or not the DPAB should allow members of the media to be present at, and for the entirety, of each meeting?

- Specific meetings/times to report to the press – Bob & Dave will check on legality
- Let the press come to all the meetings with the understanding what should be off the record. Label what is brainstorming, etc. & ensure the assumptions the press has at the end of the meeting are correct
- Closed sessions
- Responsible reporting
- USM idol – make the meetings public with the option to vote on decisions
- Set process up for the press to do responsible reporting/shared understanding
- Have votes for executive sessions (FU/w Kelly on legality for executive session)
- Press conferences

Decision:

- **The DPAB decided to table the final decision about the press until a later date. Stevens to talk to UMS legal council and bring back options for the group to discuss**

Debrief comments from first meeting:

- Many liked that the conversation was interesting and that they had come to a consensus to stop now
- Looking forward to following the process and procedures for the upcoming meetings and finding ways to prevent being bogged down about a single discussion again

- All would like the conversations and meeting times to be as effective as possible
- The discussions for the day were engaging, but there is hoping that future discussions will move faster and be more productive. Many are looking forward to getting to the hard questions and decisions
- Thrilled to see a diverse group of members on the Board that is not consistent with previous planning groups and several members are looking forward to hearing input from the staff and students
- Several members commented that the media conversation was a good discussion to help move the institution forward and they hope that the DPAB has something valuable to give to the press at the end of the process
- This is a valuable exercise we are engaging in for the next four months, but we have an incoming class now and need to give good news to them ASAP to keep them at USM
- Maybe valuable to set additional agenda items to be commented on offline for continued discussion

Agenda items for the November 15 meeting:

- The DPAB decided to delay the continuation of the process discussion
- It was decided that Dick Campbell will discuss USM's current structural gap

Chancellor:

- First, the Chancellor endorsed his and the BOT's strong support for USM
- Second, the Chancellor stated there is strong support for the Direction Package process USM is engaged in
- The Chancellor reiterated the urgency for this process to take place and stated that USM is working in a very dynamic environment and needs to balance the institutions needs and changes as best and as quickly as they can
- The urgency and ensuring the constituents and community are aware of this urgency for USM to change will need to be informed by facts and figures. There will be need for open discussions about the data
- The Chancellor stated he and his office are available to lend support for the process or the DPAB as needed
- The results of the DPAB will determine the outcomes of this institution and the outcomes of the State, region and the System.
- The entire System has challenges but USM is working in the midst of the most competitive environment in the state of ME so finding a strong voice and message to the community that grows USM will be their biggest challenge.
- USM's accreditations are an enormous competitive advantage for the university and should be identified as a point to be enhanced in future communication efforts
- The next BOT meeting is on Nov. 17-18 and will get an update from Kalikow, the Chancellor and Dave on the current process USM is engaged in.

Questions directed to the Chancellor:

- Comment – USM needs more collaborations within the entire System and can't do that without the leadership from the administration of USM and the System office
 - Chancellor: As the System moves forward, we have to look at collaborative efforts between campuses in the System. The System is interested in learning how they can support the universities in this process.
- Comment – The DPAB needs to define the competitive market USM is in
 - Chancellor: We need a market data analysis to see who is going where, why and what programs students are choosing. USM also needs to look at the community and students needs in the State and region.
- Comment – USM needs to stop competing with UMaine
 - Chancellor: The System needs to set up programs that are complimentary at each university. We can't compete with the price of quality.
- Comment – USM is the only comprehensive university in the state
 - Chancellor: Yes it is and this is a compliment to USM but USM needs to work harder at balancing this fact with the economic climate. They also need to think about how to leverage this in the System
- Comment – how to work together with other System universities especially in context to online courses and should we be meeting to make some changes to this system.
 - Chancellor: the System President's Council are working on some of these questions and they are happening in 3-4 different areas, and need to, before a definitive plan can be created

Parking lot/Bin items for future discussions:

- Center of Excellence (COEs)
- Continuing schedule
- Decision making model
- Open process at end for questions
- Summaries at the end of each meeting on results
- Need to share good news immediately