

Scenario 0: The Institution Identities Reorganization Plan

This reorganization plan was drafted and submitted to President Botman early last summer. Only this plan creates administrative structures that focus on USM's emerging strengths, especially those for which we are uniquely competitive relative to other northern New England institutions. These foci can provide identity for who we are. They are attractive to today's students and can decisively distinguish us from other institutions throughout northern New England in the competition for those students. They also provide enhanced targets for our civic, business, and political supporters.

For this bold reorganization to succeed, no investment is necessary, no program would move, and no wholesale reimagining of departmental organization is required. Following reorganization around these institution identities, considerable savings are possible by consolidating relatively compatible programs.

The Institution Identities are:

1. business and government
2. science, nursing, and health
3. creative and performing arts
4. teacher training

These identities are the responsibility of USM in Maine because we are located in the only population center. Indeed, in all of northern New England, only the University of Vermont could be our competitor for the first three identities. To provide one comparison, the low population in its region obliges UM Orono to house its small nursing program in a college of natural sciences, forestry, and agriculture.

The Institution Identities Plan is distinct from those in the Academic Restructuring White Paper because it utilizes the Strategic Plan from an institutional perspective rather than administrative. In embracing the Strategic Plan, the Institution Identities Plan handily establishes distinctive campus identities at no cost. Without moving any program, these campus identities would provide effective platforms for student success, including increased career development opportunities while in college.

Regarding development of new programs, only those that dramatically build upon our institution identities should be considered because: 1) a new program should serve to enhance enrollments in a broad area (e.g., a sports management major should enhance awareness and enrollment in USM business programs generally), 2) existing strength and breadth in our institution identities would allow establishment of new programs with little or no new investment, and 3) our institution identities are the areas in which USM is most competitive for new students.

No changes are proposed for L-AC or the Law School. The following changes are for the Gorham and Portland campuses. All schools would retain whatever administrative structure is required for their accreditation. Everything would move toward the central, core mission of the institution. Units that might have felt structurally somewhat isolated from the core mission (e.g, Nursing, Education) would be embraced as being at the center of our mission. Four colleges are proposed:

- 1 College of Business and Government = Portland campus focus
- 2 College of Science and Health = Portland campus focus
- 3 College of Arts, Humanities, and Education = Gorham campus focus
- 4 College of Engineering and the Environment = Gorham campus focus

CLARIFYING COMMENTS:

- 1) For brevity, several important programs aren't mentioned here (our graduate programs, for example).
- 2) To CAS faculty: What is happening in this plan? The College of Education and the College of Nursing and Health Professions are added to CAS because these three colleges constitute the core mission of USM (also please see comment #6 below). Then CAS is split about down the middle (students, faculty, and campuses) to create colleges #2 and #3 above. These two large colleges would share responsibility for the liberal arts undergraduate curriculum. Retained committees (e.g., CRC) composed of faculty from the two colleges would guide implementation of the core curriculum and other shared curricular responsibilities.) Please also see additional comments in #8 below.
- 3) The College of Business and Government would emphasize the successful models in the School of Business in which undergraduate and graduate programs are intimately connected with the business community of southern Maine and the region. It is accepted the Law School can't be touched structurally. Nevertheless, USM can utilize the strength of our business programs to wrap its arms around the Law School and Muskie School in a manner that honors and strengthens the work of each. One example: Note the undergraduate departments most closely connected to post-graduate work in business, public policy, and law are located on the Portland campus. Therefore, the new college might include joint appointments with the College of Arts, Humanities, and Education. The College of Business and Government could then coordinate, for example, pre-law undergraduate programs with emphases in public policy or business that would feature valuable internship opportunities. For each college proposed, the Institution Identities Plan establishes thematic frameworks in which exciting planning and then teaching can be accomplished.
- 4) The College of Science and Health would pivot around the school of nursing and include the following (all of which are centered on the Portland campus): nursing and health professions, biology, chemistry, physics, applied medical sciences (AMS), psychology, sociology, and social work. Also, perhaps criminology, linguistics, computer science and others. Please see additional comment #7 below.
- 5) The College of Engineering and the Environment would have an emphasis on green technology and jobs for Maine. It would include the following (all of which are centered on the Gorham campus): engineering, technology, environmental sciences, and geosciences. Also, perhaps computer science and others. This college would also have close ties to the GIS Lab. It would also work to enhance the wonderful sustainability communities in the new dorm in Gorham as well as the Maine Watersheds Project.
- 6) The College of Arts, Humanities, and Education provides a good example of why the Institution Identities Plan could also be called the Dynamic Tension Plan because each new college is intentionally designed to balance strong programs in professional training with strong programs in liberal arts education. In response to our students' desires and the needs of our state, all faculty would have an ongoing familiarity with value of internships and practical education as well as the value of a strong and diverse general education.
- 7) It is significant to note that creation of a College of Science and Health at USM would parallel external events:
Maine's first medical school opened this fall: <http://www.mmcri.org/admin/pdf%20files/mainetrack.pdf>
The UNE School of Pharmacy opened this fall in Westbrook: <http://www.une.edu/pharmacy/>
Maine Medical Center Research Institute completed expansion of its facilities this year in Scarborough: <http://www.mmcri.org/admin/>
The USM biology department is having great success building strong relationships with these new neighbors in education. Creating the proposed college would profoundly enhance these relationships.

Although USM has various opportunities in the biomedical training environment emerging in southern Maine, our fundamental responsibility for Maine and northern New England must be to train the most, and the best, nurses and allied health professionals that we can.

The programs proposed for the College of Science and Health would complementarily strengthen each program. For example, the biology department currently devotes about 2.5 of its 12 full-time faculty lines entirely to teaching nursing students. At the same time, about half our biology majors now pursue the Human Biology Concentration with interests in med. school, dental school, etc.

8) The Institution Identities Plan was initially called the Campus Identities Plan because of the surprising ease with which it establishes identities for each of our campuses. This plan does not make a perfect split, though. For example, the college administration of several important Portland-based programs including Communication, English, History, and others would shift to Gorham. The Portland campus is the appropriate location for these programs, though, and that could be further exploited for some of them as described in comment #3 above.

9) Although this plan was initially called the Campus Identities Plan, more importantly these identities provide institutional identities for structuring our mission, curricula, marketing, and a new relationship with the UMaine System and the citizens of our wonderful state. Go Huskies!

This plan was created by Dave Champlin. I would be pleased to incorporate your suggestions. champlin@maine.edu