Faculty Forum: Research and Graduate Education

University of Maine Office of Academic Affairs

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Repository Citation
University of Maine Office of Academic Affairs, "Faculty Forum: Research and Graduate Education" (2014). General University of Maine Publications. 988. https://digitalcommons.library.umaine.edu/univ_publications/988

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thank you for coming out this is our third faculty forum where we typically goes where we present some ideas and have an opportunity to address questions and get reactions from the faculty I found this to be from for me personally a helpful format to get out for the big issues for for our University so this will follow a similar format we're going to present some information to you won't take up the whole time with a maybe 20 minutes or so to present some information and then we're to open it up for discussion the the idea again is to for us to be gathering information as we move forward in these areas and looking over at Robins I'm going to say something that you cannot ahead of their true I think they are but the prior ones these we've set up websites set up websites so on for example if you go to the Provost website you will you can
click on academic affairs faculty forum
and then there's a link with the date
and the topic for each of the forms
we've had if you're bored one evening
you want to watch a whole video of the
last orange partner it's all going to be
posted on there and we'll have one about
this about this one as well you may
notice the gentleman with the camera
we're recording these and again the
purpose of that is that we realize we
can't reach out to the entire faculty so
we're going to put it put it up on on
the web it's on you on youtube and put
the link there on our site and our
site is set up so that people can give
input it will be hours that will be set
up so if there are questions that came
out today that you didn't think God
answered or that you thought of after
you left well you know go ahead and send
in go to the website and click and send
in or if it doesn't you don't want to
that just send me an email but we are
setting this up for people to you know
continue the conversation and for those
who couldn't be here today to also
participate in the conversation so on
the website you'll find the slides that
you'll see today as well as
a link to the video and a spot for for
gathering input so today's topics are
research and graduate education at the
University in my time here these are
both areas that have really grown and
dramatically I think as a research
institution we've really taken some
significant steps forward we're bringing
in much more grant money than we did a
decade or more ago and we want to
continue to improve in that in that area
a graduate education particularly over
the last eight years or so we really I
think made some important advances and
what to keep those moving forward but as
as everything the one constant here at
the University manias change and we're
experiencing change in a variety of ways
you may or may not be aware that we're
facing some budgetary challenges and
those suggests that we need to be
thinking differently and making sure
we're using all our resources very
wisely without losing sight of our mission and our emissions legislation saying this case looking of focus attention on on our role as a research as the research university in the state of Maine and the institution of graduate education so in terms of change there have been some personnel changes so after many years my cart retired moved in then we have the sir Carol Kim is our vice president for research whenever there's changed like that we it's an opportunity to examine the way we've done business and to think about how to move things forward and I will publicly say that Carol come has done a fantastic job they're taking the time to meet with constituent groups the research side Directors the faculty senate the urc gathering information thinking through what do we what are we doing well and what do we need to do to continue to advance we move up to the next level as a research university she's also done a 360 evaluation of the
the office of research and has some ideas about the way we can move forward in our research operations I think you all know that after nine years of stellar service Dance and YCS decided to return to be a full-time faculty member in anthropology that climate change institute and under dance direction the Graduate School has really made remarkable advances but when there's a vacancy like that it does again create opportunities for us to rethink the way we're organized and how we might do things differently so today we're going to present some ideas these are our thinking at this point in time they will say they weren't we didn't come up with them this morning these are conversations that Carol and I have been having for a long time really I think since last fall back and forth looking at looking at data or thinking about things in different ways we brought in other folks as part of the conversation so today what we'd like to do is present some some of the ideas about how we see moving forward both in research and
graduate education and then have an opportunity to hear from you what your reaction is to these ideas what questions is it do they generate that we're going to try to address so we can tinker with the way where we're thinking about moving forward so my my responsibilities are relatively light today compared to the prior forms I'm going to turn things over the doctor Kim who will talk you through our organization so our proposal Carol thank you Jeff whoa I hadn't turned around for a while it's filled up so many of you know me as the vice president for research or getting to know me in this capacity I'm not sure if all of you know me in my capacity as a researcher and a professor of microbiology and the department of molecular biomedical sciences so research and graduate education has been central to the work that I've done here my career here at University of Maine on the research side and graduate education side I've through my lab trained more
than 120 undergraduates half a dozen high school and junior high students
more than 30 graduate students 20 of those trained in my lab for their masters and doctoral work and you know it's the research and edge and graduated education really has been central you know without that piece my career here would not you know I wouldn't have had much of a career here right so while I was preparing for this presentation I was also in parallel trying to organize college tours for my high school age son he's a junior and many of you probably relate to this or will link to this and we're reviewing all the different schools trying to arrange these tours and it's interesting what you learned I learned a lot Connor happens to be really interested in laboratory science and probably biology biomedical sciences although he tried to deny it for as long as possible he wants to do something similar to what i did and what my husband did but he's really interested in finding a college or a university that has undergraduate
research opportunities
although you know there's some small
private schools that offer excellent
education the research opportunities are
more limited and even with the larger
land grant universities that we're looking at so Yukon you are I for instance they do have undergraduate research opportunities but it's a little different here at University of Maine all the students are required to complete a capstone experience required to do scholarship and research before they can graduate you know so it's a little different than trying to go out there and find those opportunities on your own and you know I think that he's also seeing this and I certainly see this as this hands-on research experience for as an undergrad will provide for him a competitive edge for graduate school for jobs professional school whatever he decides in the end well give you an example of not my son but a student I had in the lab Sarah so Sarah was a first generation in her
family to go to college she was working
on my laboratory as an undergraduate and
in her junior year I brought her into my
office and that's okay so Sarah what do
you want to do when you're done you've
got you're more than halfway through
what are you thinking about and she said
well you know when I was ever since I
was a little kid I really thought I
wanted to go to medical school but I
could never do that like why you have a
fantastic GPA you're a hard worker
you're good thinker you're a good person
why not this is what your where your
interests are okay so she thought about
it a little bit and she decided to take
a break from undergrad before she
decided what to do next and took a job
as a technician at Children's Hospital
in Boston and it happened that this this
Labrador this department was hiring for
new faculty they were sharing one large
laboratory and each of the new
investigators was going to hire a
technician and so Sarah called me very
nervous one of my
I'm other technicians they're from bu
and Tufts and and you know I'm never going to be able to compete and I said don't worry about it she called me two weeks later a week into her job and she says wow you know yeah we were all on the same playing field in terms of the theoretical the knowledge from the classroom but I was the only one that could pick up a pipette and start working immediately I was the only one that could design an experiment and start working ok they gave her a tremendous amount of confidence she was great and now she is the chief of pediatrics at a hospital in Denver so just a and the thing is that's one story from my lab I have a number of them and I know each of you have stories just like that about your students and so as I talk about this the research and graduate education the mission here at the University of Maine you know I want you to think about those stories and we need to collect those stories too ok so in accordance with the blue sky project the VP ours office will enhance our
research capacity and output as measured
11:39
in the core areas of research
11:41
expenditures and private foundation
11:44
funding ok and just to give everyone
11:48
kind of a snapshot where we are right
11:50
now and this is coming from the first
11:53
impact report from the blue sky plan the
11:57
cumulative research awards over the past
11:59
34 years research centers 160 2.7
12:04
million NSF a 55 million EPSCoR programs
12:10
20 3.4 million college of engineering 18
12:14
million Cooperative Extension 17.6
12:18
College of Liberal Arts and Sciences
12:20
12.4 and education 12.1 ok so we’re
12:25
doing pretty well and in terms of our
12:28
current status for total awards coming
12:31
in it’s been pretty steady over the past
12:35
10 12 years with a blip here at
12:39
2009-2010
12:41
and that's because of recovery funds
12:44
come the era funds coming to the
12:47
University and bonds so that makes up
12:50
this blip that we see here but we've
12:54
been pretty consistent with the dollar
12:58
amounts of the awards coming in over
13:01
this time period in 2013 humane faculty
13:07
and staff submitted 523 proposals 328
were awarded and these proposals involved 327 faculty and staff and fifty six departments I think that's a very impressive number and when you look over the past ten years in terms of our success rate we have a success rate of sixty percent which i think is really impressive so over this past ten years though there has been a decline in the number of proposals that have been submitted so if we maintain this quality with Anna and have the success of sixty percent success rate that follows that if we can submit more proposals we should be able to be more successful with the awards coming into the university total expenditures 85 million for 2013 and then the calculated return on investment was 54 2013 which has been about the average for the past ten years as Jeff mentioned in reviewing what what my office is supposed to be doing and in terms of advancing and supporting research and scholarship I've worked with several faculty groups including the Faculty Senate and specifically the
research and scholarship committee the
14:35
VP ours office has a blue sky advisory
14:37
committee which is made up of faculty
14:39
members from each of the colleges and
14:41
the University Research Council I wanted
14:47
to make this a data-driven process and
14:50
so we analyzed the 2012 urc story
14:55
chig plan and also faculty senate
14:58
conducted a survey a few years ago which
15:00
was which is great a lot of
15:02
participation i think more than 100
15:03
faculty participated in that that survey
15:06
so these two documents in particular
15:11
provide a lot of information and so what
15:13
we really wanted to do is there are lots
15:16
of great ideas to support research from
15:19
these documents but what i wanted to
15:22
find were those support mechanisms that
15:25
would affect as many faculty as possible
15:28
so rather than choosing those supports
15:31
for individual units or investigators or
15:34
even colleges try to identify those
15:38
support mechanisms that would be as
15:40
far-reaching as possible so to that end
15:44
we have a few ideas grant consultants
15:49
really was number one seemed like from
15:51
the analysis and these grand consultants
their responsibility would be to identify funding opportunities develop proposal templates and actually if we have the funds for these grand consultants I'd love to have a grand consultant specifically for education or for do e or for NSF and then foundations foundation work but they would be assisting with budget construction and polishing grants and working very closely with the pre awards section of ors p another idea was to have these people conduct or assemble these organize these grant writing workshops for new and mid-career faculty another idea was released time for faculty to allow faculty the time away from teaching to to write and submit proposals another of graduate students so maybe you probably feel the same way graduate students are research multipliers and so if we can support these students you know hopefully we'll have more research productivity so funding pilot projects another way to support faculty
across campus I would like to see this
17:25
as interdisciplinary multidisciplinary
17:27
projects bringing together people from
17:30
clas engineering and sfa education etc
17:34
right and then a lot of discussion about
17:39
improving and measuring the customer
17:42
satisfaction around ors p and so the
17:45
first step to that is to review ors p
17:48
and we're conducting or we're working
17:50
with ancora which i look at my notes
17:52
because national council of university
17:54
research administrators and so they have
17:58
a mechanism in which you can ask them to
18:01
come and review your research office or
18:04
SP office for just to see how how well
18:10
that office is run and provide the
18:14
review and suggestions okay so what
18:19
we're hoping is that with these support
18:22
mechanisms we can increase our total
18:26
expenditure expenditure targets from 84
18:30
million in 2013 to 115 million by 2016
18:36
which is a thirty-five percent increase
18:38
and oops and by 2018 to 130 million
18:46
which translates into a fifty three
18:48
percent increase in total expenditures
18:51
and again this is contingent on the
18:54
support that we receive through these
mechanisms okay so I'm going to switch gears here and talk a little bit about graduate education again I have a deep commitment to graduate education it's in line with and I think intimately linked to research and research productivity on campus so a little bit of blue sky speak here university of maine appears aspires to be the most distinctively student-centered and community engaged of the American universe research universities and through pathway for strengthening the humane undergraduate and graduate student experience okay so from the blue sky plan we needed to review the research office and now we're discussing reviewing the graduate office or the graduate school and the needs of the Graduate School so as Jeff mentioned we have an excellent Dean and dance and wise stepping down from his position of leadership position in the graduate school and I just want to take a few minutes to just sing dance praises he's been I had the pleasure of working very
closely with him as the graduate school of biomedical science and engineering was being developed and he was great he was wonderful to work with I learned a lot from him he other accomplishments include and I'm not being this is not exhaustive list but some of the highlights he increased the number of doctoral degrees by twenty percent in his time as as the Dean he oversaw not only the development of GSB se but also the school of policy and international affairs or spea and he was he also oversaw the creation of the integral Graduate Center at Stoddard okay just a few of the highlights of his great leadership at the graduate school so unfortunately dan has decided to step down go back to the faculty and anthropology and so there's a leadership need we've examined past organizational structures of the graduate school and investigated organizations of peer institutions but we want to maintain the goal visibility we want to maintain the visual visibility of the graduate school
maintain the outstanding quality of the graduate school and we also want to maintain as we're thinking about research office restructuring and the Graduate School restructuring to focus on both the doctor's and the master's degrees and one of those ways is through some of the professional programs that have been developed over the years okay so where we currently stand the office of the vice president for research I have assistants here a special assistant amy clark is here in the audience Erica Kennedy administrative specialist many of you have talked to her on the phone scheduling and leaving phone messages and I have an account specialist in gen Baker and she has a lot of history and she's fantastic with the MEI F budgets and all the intricacies of those funds and then i have three offices that report to my office Oh RSP the EPSCoR office and compliance and that that's scale Jones if you don't know the research off their research centers also report the number of them report to my
office as well the Graduate School
23:03
includes the Dean of the Graduate School
23:05
the associate dean Scott delcour sitting
23:09
right here and then a number of
23:11
administrative support staff for the
23:13
Graduate School these red boxes are
23:17
designating the administrative people in
23:22
in these two offices okay so as we
23:29
analyze the suit the needs of both the
23:33
research office and the graduate school
23:37
several things come up from the the
23:43
annette learning a lot from the
23:45
signature and emerging area
23:48
process I learned a ton from reading the
23:51
the proposals the pre proposals and one
23:54
of the things that I thought was great
23:56
was as I mentioned before my interest in
23:58
interdisciplinary multidisciplinary that
24:01
was one of the criteria for whether you
24:04
are designated you could be designated
24:06
as a signature or emerging program the
24:10
EPSCoR office it’s currently the
24:13
structure has a director that reports to
24:16
the ypr and if you look at the
24:19
structures of other EPSCoR states that
24:23
structures not quite parallel and it has
24:26
not major problems with cause some
problems with some of the collaborative projects we have with other EPSCoR states and so having a faculty liaison would be wonderful to try to bridge this so we can it will support and hopefully encourage more of these collaborative projects and also collaborations across states to with other EPSCoR states and you know one of the things people ask me so what has surprised you most in this position so I've been on campus almost 16 years on this campus and I thought I had a pretty good idea of the research that's being conducted on this campus and you I was very proud of the fact that you know why we do really great research I had no idea so coming into this office I've just been struck by how many fantastic research groups we have on this campus that I had no idea so if I don't know what I've been on this campus for 15 16 years you know no one across the state of Maine is going to know so main when the state of Maine citizens have made when they think about research at the University of Maine they
might be able to identify one or two
people one or two research groups but
they have no idea about the breadth of
the research that's being conducted and
the excellent research is being
conducted on this campus okay so we have
to be better about communicating the
research and scholarship successes at
the University of me we can do this
through website
and more communication with the office
of innovation and economic development
that's through Jake's office and we're
working very closely together but it
would we have to do something I don't
think this is a unique I'm not the first
person to think about this right to
think along we have to communicate our
success is better but it's a constant
problem we have to figure out a way to
communicate better with our stakeholders
with the legislature with the citizens
of Maine okay so what do I have next so
one way to potentially support these
needs is to develop this associate vice
president for research position okay
position that's not it's a position that
has been on this campus before as an administrative structure so as a draft plan an idea that we've been batting around is to have the Graduate School reporting to the vice president for research and this vice president associate vice president for research and graduate studies would work in parallel with the associate dean of graduate school again this is Scott Delacourt to work so this AVP are working at the EPSCoR office and the graduate school and working very closely with Scott Delacourt to support the Graduate School and delineation being the associate VP are would be in charge of any faculty associated issues at the Graduate School would be in charge of faculty reappointment for the graduate school curriculum committee chair etc the associate dean also would be working very closely with the vice president for enrollment management that's Jimmy Jung and the through the director of the Graduate for graduate enrollment management okay and so as we try to move
forward and improve graduate enrollment
28:23
we feel that this structure would
28:27
support our mission our goals okay so in
28:34
summary we've assessed the effective
28:36
effectiveness of the VP our office to
28:38
support and expand research here on
28:41
campus we've assessed the strengths and
28:43
the needs analyze potential structural
28:47
reorganization of the Graduate School
28:48
and the VP ours office and developed a
28:51
model that supports and strengthens the
28:53
research and graduate missions on campus
28:56
at least that's what we were aiming for
28:58
so it's been very quiet in the room I
29:04
think with that I'd be happy to take
29:07
questions I think Jeff is going to join
29:09
me to field questions
29:13
what do you think oh I'll start off
29:19
because mainlanders don't respond to
29:20
wrap my head around Carol can you talk a
29:22
little more directly how this new
29:24
structure at that specific weaknesses or
29:27
add specific strengths what are the
29:29
particular things that this new
29:31
structural model will give us that we
29:32
don't have now so the current structure
29:37
is that the please jump in current
structure is that the graduate school reports to the provost office and that's a fine structure I think though that having the research office and the Graduate office more intimately linked will strengthen both the Graduate School and the research missions again as we assess what we have for research or the additional support one of those was graduate students and I think they're key to expanding research on campus I take that then the other thing let me get your image this this position is a new position we don't have that now that's funding that's going to come from Justin they came in enrollment management and so one of the one of our goals is to grow enrollment at the graduate level so if you look at our data we've been talking about this you know variety in particular we talked about the growth in enrollment of university and that our financial model is to grow enrollment gradual enrollment is actually decreased over the last few years so we want to look and put energy
into gradual and so there would be
someone coming over from rolling
management focus on graduate and how we
generate more interest among patients
and attract people to graduate education
so that's different
graduate and I think the other the other
pieces begin or coming up every be the
additional involvement of the associate
vice president research and graduate
study that connection that person with
the EPSCoR office will help to
facilitate more more proposals and the
one bottom of faculty to explore so the
reporting structure between these two
positions what is that it looked like
you've got two separate reporting lines
from the Graduate School to these two
and then two separate lines up to the VP
ours position is there some kind of
hierarchy between these two is it yeah
pleased to know their design game I was
hard to get a Nolan paper they're
supposed to be next to each other yeah
reporting up to Carol and one of the
issues mr. Chow brought up with the
communication where is the
communications fit in duck around to avoid that camera where does communications aspect fit into this structure that would be under the associate VP RS position to help what so you know as we think about how we would draft job description a position description that would be a key component to someone who has experience with communications has ideas about how to to get the word out so you want to have a dotted line yes yes that's a great idea done man oh it's interesting that if you take the green lines away this is the arrangement in the vice president research officer on as provost and we did away with the associate vice president research and graduate studies for a variety of reasons and i'm not sure why suddenly that is rosanna but getting back to researcher and i live as a 0 srp report and some of the other data and this does historical stuff so Carol you're you're innocent hands on this so you should understand that but between fiscal nine
and fiscal 13 we've seen the twenty
three percent drop in proposals of
forty-six percent drop in the amount of
money requested a twenty four percent
drop in awards and a forty-one percent
drop in money awarded how is this going
to help prevent well thank you for your
very little question I mean this is a
major issue that I i think it is and
I've been thinking about it quite a bit
unfamiliar with those statistics and I
think many issues are interlinked right
so our faculty are teaching more that
inhibits them from writing and
submitting proposals the federal funding
atmosphere i mean it's terrible okay so
i'm most familiar with nih my
single-digit success rate and that's
for established investigators so as
you're a new investigator it's almost
impossible it's very difficult we I
think that one of the advantages that we
have is that we already are quite good
at working as interdisciplinary
multidisciplinary teams and to leverage
that and and work even more together and
highlight and support these
disciplinary multidisciplinary efforts

so I've been doing I think the fact

factors that Carol outlined in

discussing with faculty looking at

survey results asking you what they need

a number one thing was the grand

consultants it's not going to solve all

these issues but what we're going to try

to do is help the faculty provide the

support they need to be able to be more

competitive get more grants out I mean I

think you Carol touched on touch on them

but you know in that time period you

talk about it our faculty has gotten

smaller it was a recession during the

recession the government shutdown for a

while it's more competitive to get to

get grants and so the is it's a tougher

challenge we need to bring in more

support from fact we are here to do it

and there are ways that we're we're

looking at a couple of other ways to try

to bring resources in one is working

with vice president Waldron to say okay

I mentioned on Friday that these grand

consultants are our pilot she's you know
moving the money over stuff based funded
35:48
yet but we want to tell that we there's
35:51
return on that investment we can return
35:53
investment that we can grow it the other
35:55
way we're trying to move investment is
35:56
that the University of Maine system
35:58
we're going after who will funds that
36:01
they I want to reinvest in the research
36:04
enterprise we've made a proposal about
36:06
how to invest it here to improve our
36:09
research infrastructure so we're trying
36:11
to address the trying to adjust exactly
36:13
we come mmm you know it's important that
36:16
a benchmark these number
36:18
to a couple years ago we were about ten
36:19
percent above the average for top 100
36:23
research universities in per capita
36:24
funding for research externally grinds
36:28
external grants at the same time we just
36:31
went through a budget exercise that we
36:32
lost 15 faculty any expectation that
36:35
we're going to see this whatever the
36:37
numbers were 24 36 choose your number
36:39
increase in external funding
36:41
fundamentally misunderstands the fact
36:44
that we're losing faculty we're
36:46
transferring faculty positions to
instructors or a hundred percent teaching have no research activity and depending on where you are in the university was seeing dramatic increases in our teaching welcomers you know there’s a lot of good things in the world we have to you know the idea of economics is choosing what's good things we can do I guess my specific question that is how much of the money is currently supports graduate education particularly in the research intensive areas is going to be transferred to these professional programs and under the vice president for enrollment management as a strategic effort to have professional degrees instead of supporting the dissertation fellowships I don't plan is not to shift funds over from from the areas that are more research intensive will do the professional programs we we're looking at they said we put we brought it in a resource from enrollment management over to the graduate school to try to grow through the enrollment and we're trying
to do this in a way and we're not in
fact shifting here is over we've
identified that the reality is there are
areas on this campus where there is
capacity at the graduate level
particularly confessional areas where we
can grow enrollment without new
investments we're trying trying to take
the
the enrollment management and help us to
target our advertising enrollment
efforts to direct toward those programs
the legs are at all equal i know there's
they're bursting at the seams in some
areas and we have where the ad are
beyond capacity but the reality is there
are areas where we do a capacity to grow
enrollment where our early efforts are
going to be the target enrollment air I
just want to make quick comment about
what you said earlier you're of course
absolutely right that you can only do a
certain number of good things and we're
in the process and I guess it's an
ongoing process of evaluating that
annually so I don’t think we have a
strategic plan to move resources out of
our out of our research Enterprise
Linton into instruction we do need to
support instruction we do need to
support research and we're trying to
balance these competing needs breathe um
one of one of the things that I thought
was a great idea was this communication
aspect but not simply communication
throughout the state of Maine okis but
to our management but that looking at
what NIH and other funders are doing in
terms of the investigator-initiated
research where the principal
investigator comes from a particular
institution and has collaborators with
in that institution I'm seeing much more
productivity in working with that kind
of consolidation of funding that's
occurring through institutes and large
medical schools and universities and our
research program hooking on to those has
resulted in the best that we've seen in
a long time and and promises for the
future I think one of the angles that we
haven't thought about really effectively
is taking our extreme talent and linking
it to groups that are already well
institutionally padded against the
evagaries of the study section which for
the individual investigator coming from
an institution that doesn't have a
medical school for example or other
the infrastructure really does make us
at a disadvantage where our talent is
strong enough so I think like them that
kind of thing is something that
everybody probably just hasn't thought
through as they write their research
proposals but are actually surprisingly
easy to do and I was surprised at how
can open the big places are to needing help
so that was correct vice president
we had that iteration including
organizational school my question is on
his bed such as if you examine
organization others
compared with that
is it
now I mean if you so one thing that I
the reason I'm using these red boxes
around these these positions if you
notice the current organization is that
there is the vpr and then in the
graduate school there is the Dean and the associate dean so three red boxes in
this draft for a reorganization also have three boxes so that the Dean of the Graduate School would move to the vpr and then we have an associate VP are and
the associate dean so total it's the same number of administrative all that whatever I mean compared to 35 years ago i'm not sure we have those I mean we did look back when John mentioned we have this organization previously or variation of this I don't I believe actually bottling this began to think this is essentially essentially the same size of expect administrative structure as we had fact that maybe John I don't know if you recall John manage that there any other administrative boxes here about the same may be part of it you know sort of everything is old is new again but part of it is that the reality is you know a box is a box on an organizational organizational chart but decisions are made for a variety of
reasons as institutions some of them
have to do with the strategy skills and
people occupy the boxes and I think
today what we're doing is looking at the
makeup of what we have and we feel this
is a good a good model again you know
pander to my colleague here we have
someone who's our vice president for
research has been the director of a
graduate program she's got that
experience and that skill and in her
background so we felt a big use of the
current personality like Mike innocent
school biology ecology and current I a
co-chair that relates a little bit to my
question at the moment is of the pinch
points on this for growth is your
objective miss increasing number
search crews coming to campus
fifty-three percent increase on that
longer timeline seemed like one of our
real limiting factors isn't that
compliance yes right now we have a
somewhat strange system already with a 4
plus our I cook the heating a week or so
ago so getting in applying for more
grant to be important but the back end
on in terms of moving the grants through the system and ensuring that we can bring them on part of it is there some vision for review on that compliance side as well as the RSP side ensure that it’s going to be able to support that from the room not so much review but definitely it’s a great point and I see that we would need support on the compliance end as well there are some discussions right now about leaving or reorganizing the RSP offense to help support gail and some of those efforts and maybe through some restructurings support the compliance and some of the other roles that the ORS p is responsible for so but yes it’s a very good point and something that we are aware that we need to for all of you know all the support staff for researching this it’s we will need eventually more it’s important that yo that’s the tension you know we were underfunded everywhere and so then you’re trying to figure out where you put and betting but it means a great
point we have to look at if we do in fact succeeded rolling what do we have to come in the back and the matrix I put it in there you know that's the content very cool food agriculture I'd like to ship the discussion live in to the students and right now out-of-state students are paying roughly three times the tuition of Maine residents and I be aware losing some really competitive candidates because of the tuition difference when we don't have to ition scholarships to give them is there going to be a discussion about how to increase enrollment are potentially reducing doing an economic nails as a reduction by the state tuition to increase numbers yeah yes help you part of what we want to thank you look at it it's a you know it says tough balancing act right you the reality is we want to secure as much income as you possibly can and where do you find that tipping point yes I'd hear from you that you feel like we maybe have overstepped the tipping point you know but yeah I mean if the short answer is yes we're going to be looking at that
particularly as we have a focus on the growing enrollment in our professional programs and also usually ones where the students are paying the tuition and we'll be collecting data as we go if we're finally getting lots of applicants and no one coming or we're finding that the application time they're saying no because you're too expensive we're not to revisit one of the things we're doing wasn't on there but the game is a one-time experiment we're going to outsource the recruitment part of intestinal programs there's a company that we're going to outsource it to give the trial to see whether they can generate more applications for us and we'll see what happens we'll be collecting the data and there's a good money i mean really Janet's presentation on friday so she has not she had the bars up and it whereas we are much lower your way else with respect to in-state tuition our peer our peer institutions throughout New England we're now bumping up you
might we got UMass by five bucks there
47:25
my buns less it's like whatever else
47:28
okay terror I really like the way you
47:31
start a presentation by having restored
47:34
so let me tell you a story and then
47:36
leading to the cousin tonight so up so
47:39
swimmers Isis has the conductor and a
47:41
graduate of serving recently ninety
47:44
percent of our graduates have jobs fifty
47:47
percent of the Graduate have gone to
47:49
graduate school in the graduate school
47:51
one of the secret afford is a increase
47:54
enrollment in this human sciences is
47:56
really the hands-on field and lab based
47:59
and education most importantly doing
48:02
research with a faculty yes so just
48:07
start a story one of our undergraduate
48:09
come louise work with the menu sink in
48:11
the sophomore year and develop this app
48:14
called a hydro color right and you take
48:18
the three images the sky and then I
48:20
board any pre colored water and water
48:23
and it will tell you the water quality
48:26
of your leg or the ocean and the
48:28
turbidity are building cetera you can
48:31
buy this on the Apple App Store 399 so
48:36
this morning ah there's a 400 plus lake
association call reach out to the cod
meeting so you can you imagine the
summer we've go on the boat and here in
Lego make buy this app please please
alright so support the reason is rigged
it is that the school resizes that kind
of unique situation has a strong
research activity as well as and it
the curriculum so my question to you is
how you can encourage and the reward all
the research institutes and centers here
on campus there's a dozen of them to be
in briefs this undergraduate research
experience well I don't think that'll be
a very hard job I think that most of the
research centers the department's the
college's all embrace that and I think
that's part of a DeSoto so for me to
encourage undergraduate research and to
talk about it i think i'm preaching to
the choir i mean i think that all of you
are working with undergraduates as well
as graduate students in your research
and scholarship already I'd really you
know and I don't think it's a hard sell
for this group or anyone on campus I
think in terms of the support yes I’d
love to have more support for the
undergraduates so that they have this
value added to their undergraduate
experience and just as I mentioned
before to be more to be more competitive
for graduate school professional schools
jobs right so how to do that how to get
that support and how to reward as you
stay I’m not exactly sure but I think
that as we increase the research
capacity on campus or increase the
number of awards coming in to have more
support for our undergraduates because
the other thing is many of our
undergraduates they must work during the
summer right they need to make money for
the the coming fall and so if we can
support more of our undergraduates with
internships on campus that would be
great you’re where I believe it
a lot of the preview grants that the
president gave us for the Center for
undergraduate research in LA and Betty’s
done a fantastic job and in running that
that removing the next year BTW years
three manali has been working that with
the budget to be able to carry more from
money forward into your four but he's
also been thinking and then got some
proposals about how to use the money to
leverage other more so how to work and
go to the research centers and make me
look we can provide this much you can
provide that much to create more
opportunities for undergraduate students
but I do think it's a very very
important part of what we offer here on
what's clearly distinctive about getting
your degree at University of Maine the
grid anyone else anywhere else in the
state yeah so I worry a little bit about
the ongoing nature of the university as
a comprehensive research university and
I was wondering if you could speak a
little bit about the place of non grant
funded research and graduate education
so I think as we were as I was outlining
my my thoughts and my analyses I wanted
to make sure that I was including
scholarship scholarship is very
important one of the things that in
consultation with the chocolate is Thank
You draw research is funded and scholarship is not known because there's research that is not funded as well. Collaboration of students that are supported but well students who are in labs either so for an example an undergraduate fulfilling their capstone they're doing research it's not necessarily funded but it's working to are contributing to publications maybe or whatever that faculty member is focused on I think that so one example of trying to support some of the scholarship and research that's not as associated with obtaining funding so for the for instance the the faculty research funds and we ask that faculty who were in Mei F areas to consider partnering with non Mei F faculty to put in joint grants one of the restrictions for those faculty research funds as you know is that faculty from non Mei F areas are preferred or given preference and to develop some more of these interdisciplinary groups and collaborative to encourage my effin on Mei F faculty to collaborate and put
forward joint grants slightly plenty in
consists of a different angle in this
part of the enemy is you know the world
is changing and higher at is changing
and I think part of the challenges is to
look at the areas like the humanities
and the arts and have not been getting
rid support and for us to figure out how
to help them to do that because the
realities are under ancestor private
foundations federal grants for the UN
arts and humanities they're not nearly
at the level a dollar amount but they
are available so I think there's got to
be or I'd like to see a shift in culture
where people naming these are that's
more than mindset and making the thirty
cent thousand dollar grant is
to submit the development of a girl of a
book that's great that's meaningful
personal humanities so I think looking
at helping would couple things being
better identifying where those sources
are helping our faculty to develop those
skills I would say in thinking about it
and pursuing that like another piece of

it going to go you're well aware of this
when i use an opportunity to talk part
of everyone else is generating our own
funds so we created the humanities
initiative and developing a humanities
center here at the University mate we're
at about five hundred thousand dollars
of the endowment we had a gold 1.6
million dollars and diamond and pretty
confident where you can get there
that'll kick out not big money but that
will kick out money as you know the in
part that money is designated to support
scholarship in the humanities so I think
we have to be creative and thinking
about how to bring support for our
faculty who don't know who aren't going
to be either just aren't the number of
sources available well while there are
some sources and then the other piece I
would say is is about Israel and I think
customer for Carol made around
collaboration and looking at things in
teams and again in areas that haven't
traditionally been thought about in
terms of research teams boats in in
history in philosophy and english who
could contribute to a larger team in pursuing more larger scale grants I think it’s got to be though all those but you know I am also concerned about that I don't want to lose track of scholarship that is not that isn’t the only where the large federal agencies are targeting funds I wondering about setting the research for the thinking about this plan you looked at the peer institutions I’m curious who you consider our peer research institutions so University of rope well which Rhode Island New Hampshire the Wyoming or Montana Wyoming and then I always get the north and south dakota’s the mixed up as our peer institutions who’s the purposes in directions and where those bro I’m used to a model at a lot of public research universities where percentage go back into funding the libraries for samples from library can research a percentage go back into the graduate school to be proud of where do ours go and a question how do they contribute to
these missions great question and I want
57:26
everybody know this now so they all go
57:30
back centrally so the VP ours office
57:33
does not see any of the indirect cost
57:36
return the indirect never come to my
57:38
office there have been times I 8 10
57:42
years ago where the president's did
57:45
return some of the indirect funds to
57:47
individual investigators and I think the
57:50
if the chairs and Dean's might have also
57:53
had monies returned to them I would love
57:57
to have those discussions and talk about
58:00
how to distribute those indirect cost
58:04
returns yes the president research has
58:10
been asking that question of vice
58:13
president for administration finance I
58:15
think it’s been I mean you’ll know
58:17
whenever he knows it’s not a new issue
58:19
we’re pushing an enemy recognize were
58:21
then we are Nora t among research
58:24
universities that people can ask a
58:27
question you’re asked the question
58:28
what’s your formula so that’s a Sega pot
58:36
Alex until I love this halibut was
58:39
totally question but if i remember
58:40
correctly was last year on university
58:43
research council a lot of time was spent
on this long-standing issue and I thought by the end of the year some kind of agreement had been struck not involving Mike's efforts or Janet Warren's office so they would there wasn't a formal agreement but there were discussions and they were progressing and I think change of leadership and also our current budget situation they've been stalled but not forgotten and we will continue to discuss this I promise numbers in it was more than a concert yes time anyways I was going to university research taxi the only thing that really bothers me I don't know where it fits in any of this stuff I spent 23 years of Boston goes through the 10 million dollars in the game patent royalties and other things where's that revenue where is that Rome all our centers that are supposed to creating new things and time glittering new things where is that source of fun but we haven't had with us today offshore bank look a hundred million dollars were the
institution I got every year from
60:10 probably not really i canno we're not
60:12 what around Congress went two hundred
60:13 thousand and mostly it goes to it is
60:15 distributed according to formula back to
60:17 the centers and in fact you health
60:20 generated so did you get a change about
60:22 two hundred thousand dollars covers of
60:25 patenting costs as well don’t put right
60:28 back am I miss speaking of I said that
60:30 this idea of developing the University
60:32 of Maine research foundation needs to
60:34 create infrastructure allow us to be
60:36 more successful not only creating
60:39 patents by creating mechanisms for
60:40 getting a flow back home to campus so
60:46 one thing that it took me like a couple
60:49 of decades really to to finally
60:51 understand was the best majority of
60:54 graduates students at the University of
60:56 Maine and probably most other
60:57 universities aren't involved in research
61:00 their masters students in non-thesis
61:03 masters programs and you know again as
61:07 someone from a department and a field
61:09 that doesn't really focus on non-thesis
61:13 masters programs that you know it took
61:16 took me many years undergrad bullet to
61:19 start to understand what other people
61:21 were talking about around the room so
61:23 you know and I always thought that the
61:26 reason we moved away from a model like
61:28 this one toward a model where those two
61:32 streams were less mix was really in
61:36 recognition of the fact that most of our
61:39 grad students don't contribute to the
61:41 research mission so so I guess you know
61:44 I think I'm really going back a little
61:46 bit here to joann's question actually
61:48 that he opened with is I'm looking at
61:52 this scheme I don't have a problem with
61:54 it necessarily but it has the same
61:57 number of boxes as the existing scheme
62:02 it's not designed to achieve lean this
62:07 or meanness or whatever the vice
62:11 president for Reese
62:12 who seems to have quite a lot on her
62:15 plate is now going to be asked to be
62:20 being the decider for the graduate
62:23 school you know the box right below that
62:26 which I guess roughly corresponds to
62:29 what we've been calling the Dean of the
62:31 Graduate School is now being asked to
62:35
you know be thinking about research and
you know I wonder whether it really
makes sense to be mixing these two
strings that don't really mostly flow
that closely together tella they don't
agree that unplugged was good they are I
think it's as you said your your area
many areas there are completely linked
to your graduate education and research
we didn't have the Silurian and get it
by numbers it is more of the graduate
students here who are not involved in
the research enterprise I mean you could
be so we've gone back and forth on it I
think where this smile creates new
opportunities is again it does put more
on Carol's plate but it does have the
associate vice president for research a
part of their job again it's not only
about communication is about trying to
bring faculty groups together to be
helping to be more competitive for the
kind of collaborative grants and think
of Orion others are talking about that
this person is part of that these are
her responsibilities will be you know
get building teams that can help us to
be more competitive for larger brands so it's part of the thing of the mission to to be more competitive research university it is using the same amount of resources it is dividing it up and in a different way but I'd like to I think that it will accomplish some things that weren't clearly doesn't get it before Jim going back as a song is basically Owen and John man's question were there other issues that came up under the old structure that could come up now on the one on thinking I don't know it's going to be an issue how you'll deal with this right now the D academic deans are responsible for the faculty which handles undergraduate teaching graduate teaching the research and to the Graduate School in the deans they all report to the Provost so there's a connection there does this break that connection cuz now the deans reports the Provost yet graduate and research is all now to someone who the deans don't report to has that been a problem do you
foresee in his initial by I'm not sure
was historically that was one of the
issues John's checking his email that
other side it's a good point I hadn't
actually wrote a part of them in those
terms because yeah the current structure
that the reports to me and I you know we
update with week I mean there is
effective also in Carol reports to me
and we update weekly or so but I wasn't
on the henro thought about that
attention but I think I'm not that
familiar and with the past structure
between the VP ours office and the
Provost's office I mean what kind of
relationship they had but in this
position and Jeff's position we're
working as a team so we see each other
all the time or a couple of doors down
from each other and we really are
interacting quite a bit you know I we
have formal updates about once a week
but I think that working together as a
team you know with Janet and with Jeff
st. John
I don't think that that will be a big
issue but that's something to keep in
mind smart man I just building off of that conversation it seems likely oftentimes in managing graduate program it’s very confusing about where the strategic planning comes in how much has gone through the college and how much has done through the grad school and in my experience that the red skull has been seeking more like management but not strategy and the college and the graduate school are not really talking you know doesn’t seem like there's good communication that way and it seems like it could get worse for this kind of well I think that’s a good point enta just a gradual budget it’s another mixed mission we’re putting the Graduate School under the hood research sends the message that there’s going to be more cohesive those missions but then the green pulls in a new consideration so that the associate need is now balancing bringing research and graduate education together more strongly and getting pressure from enrollment management instead of it it just seems
to be more yes so this is still over
67:19
tons of tape but but the green box the
67:23
director of graduate a role in
67:24
management that we funded through the VP
67:26
for old mansion the focus that person
67:29
really is on the professional programs
67:30
the ones where the admission funnel more
67:33
closely resembles what an undergrad
67:35
program would be like so a very high
67:38
percentage of the students that apply to
67:40
the program are admitted as a qualified
67:42
yep that person is a dotted line
67:44
relationship to be because the graduate
67:47
school will continue to oversee all the
67:50
applications to the research-based
67:51
masters programs as well as the doctoral
67:54
programs which has an entirely different
67:56
review
67:56
in a real and so there's just a neatly
67:59
coordinate the function of that director
68:02
of gradual whose focus will really just
68:04
beyond those professional programs with
68:07
the overall application for the process
68:09
the graduate school but I think you
68:13
bring up a good point and it's something
68:14
that we can work on as well and if
68:16
that's an issue or a concern I think
more discussion more dialogue is really important yeah I think a quick I was a state it's a very good play ball you know who's in charge of what is tempting to playing who's responsible for I think your description was that was accurate and pretty much left at the department level some involved with the college and then the Graduate School kind of just managed the affairs yeah we've been I think moving drifting or where it is but sliding over to approach where the graduate school has been trying to do more initiating the program who's talking about that we've developed these professional science master's programs the graduate schools have been supportive of that I'm very interested in some of the areas of enrollment and where we had had I think my office had had a hands-off approach given the emphasis on growing enrollment those less handbook so we're looking at it and in all likelihood there will be more conversations coming out of the Provost office writ large now including Carol.
shop going out two units saying and we
69:25
see potential in this area what would
69:27
you need to develop this area how could
69:29
this how the university main do this
69:31
could we do it when resources and having
69:33
those kind of conversations I think as
69:35
you know that that's not been the
69:36
history it's been kind of coming up from
69:38
from the units but but I think you'll
69:42
see more of a shift at the way this
69:44
model a filter
69:45
I did a muscle men that I don't need to
69:51
be so parochial but what happens to a
69:54
program like English under this I mean
69:57
we're clearly not in the seeming to me
70:01
privileged side of research we do
70:05
scholarship which is often treated as a
70:07
hobby at this university but now is our
70:13
admissions is this going to go go
70:15
through the graduate enrollment
70:16
management which I think would be
70:18
disastrous it would be don't think I
70:22
would anticipate a change primarily
70:24
operated by Sky Mesa some examples of
70:28
programs that that might follow to the
70:30
director of graduate level management
70:32
would be social work business education
programs non-thesis education programs
so those that are really geared to it's
a professional credential the NBA called
residual program the education program
use professional master's programs that
we've developed that are not how to
enroll in currently we're going to be
looking at trying to developing actually
also the other yes that's gone on this
could be a minister Duncan painted we've
been trying to weave in developing
certificate programs looking at trying
bringing professionals who understand
getting a degree they're getting a
certificate specialization we've
developed it this program several of
them but we haven't been any would
expect to market and the enrollments
show that so part of that responsibility
is to try to trick people would watch
today's program going to be taught by
people who are current in research and
scholarship he's going to be told I had
jokes too
the current makeup ovens not there's
some hedge and federal involved programs
currently has an executive board so that
executive board will now report to Carol
but anyway but oh and this associate
vice president is that person where is
ever going to be it's not I'm curious
about if I have stickel I have no idea
ya know i did go into labor but I might
never talked about as being soldered
that's how will be a starter dealer with
the day-to-day but it is the question
associate vice president for research
make it and remain with copyspace intent
on the hell was that we have to and we
want them to be alumni all we wanted to
be part of the schema we've got some
spacious suit but my think it was
thinking would be in the wrong way to
vertical signature work yes if putting
on Flores question you're asked about
the executive immediately that new code
and about the leadership and I would
like to extend that to the Graduate
board I mean how do you perceive the
leadership and the mission of the
Graduate board and now probably the
judge a board and imagine the University
Research Council both a tu viens of
faculty members to participate will both be under the same leadership and how could you get interactions and the differently I would see them as separate board separate advising bodies for you know one for the research side one for the Graduate School side I don't see any reason to dismember and then re-form one body for my office as advisor so I think we can maintain the separate uRC and the grad board look so they'll be parts of your current job that you're leaving behind if this does come on so I think that if we can combine and if we can have an associate VP are right so some of the duties and some of the initiatives that I'd really like to start from the VP ours office the responsibilities would go to the AVP are yall spends a lot of time to drink the coffee really in a very very you all need that coffee room once you get to work d grant consultant for the grant of developers riders for the colleges that hear correctly to to start yes for one of our colleges in order to houses
position we've been funding them are we going to be considered I mean we run me to be happy it's difficult or cutting our budget to continue to support this position but we already have one in place and kind of been a model for this are we being is that a conversation i don't know i don't think that it is if the college of education would like to continue supporting a grand consultant four-year college that's that's fine we are developing these grant consultants based on well the way I'd like to structure it is is on agency but since we're starting with just 2 i'd love to have four or six grant consultants but you know with the 2 i'm not really sure where we all start probably NSF is a major grant source for the university so i would probably think NSF maybe do e foundations would be a big one so we're not going to say no to a college event person who wants members are going to say yo you got one that's what is that yeah I just just looking for you know puzzles on me it's not saying I'll go indirect come back and
you know this would be we found value in position so glad to see that you're pursuing it you know you did mention there's all about the initial part the identification of support for rioting matching up faculty I that's great where we struggled now is in the compliance part and field assistant closing out because more grants that come into your college especially in a small college like ours that just becomes additional administrative trouble for our mistress insistence not the indirect coming back into the college makes it very difficult close the graphs of mine at the Grahams and so I would say if you're going forwards or consultants that you might want to consider that as well seeing them from the game well I actually think that they would be they would have a separate focus so it would be the front end of obtaining funding and that that would be putting more resources into ORS p which I'm definitely in supportive depending on how the review goes the in
career review we use this opportunity to
77:12
make quick announcement tomorrow simple
77:15
person this is not an able to page will
77:19
be here tomorrow not relevant for from
77:22
1030 to noon and minsky Halton and I
77:26
don’t think it’d gotten else is why
77:27
there is it should so 1030 tune in
77:30
tomorrow and mid ski hall but you
77:33
be here and we’ll ask a final question
77:38
well thank you very much and coming out
77:41
into space vehicle