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February 15, 2018

Senator Brian Langley
Representative Victoria Kornfield
Joint Standing Committee on Education and Cultural Affairs
100 State House Station
Augusta, ME 04333-0100

Dear Senator Langley and Representative Kornfield:

As you know, Public Law 2015, Chapter 261 created the Public Higher Education Systems Coordinating Committee. The Committee is charged with promoting efficiency, cooperative effort, and strategic planning between the University of Maine System and the Maine Community College System. It is also charged with submitting a report of its work to the Joint Standing Committee on Education and Cultural Affairs and to the Governor on February 15 of each year.

Our report for 2017 is attached. It details the expanding and emerging partnerships and planning that has been undertaken by the two systems over the past year with a particular emphasis on student success, strengthened and streamlined academic pathways and transfer opportunities, and shared and efficient use of resources at both the system and institutional levels. As we believe the report makes clear, we continue to work in increasingly close collaboration to ensure the efficient and cost-effective delivery of public educational programs and services to the people of Maine.

As always, please let us know if we can provide additional information.

Sincerely,

James Page
Chancellor
University of Maine System

Derek Langhauser
President
Maine Community College System



Report of the Public Higher Education Systems Coordinating Committee

**Submitted to the Joint Standing Committee on Education and Cultural Affairs
and Governor Paul R. LePage**

February 15, 2018

I. INTRODUCTION

Together, the University of Maine System and the Maine Community College System enrolled 45,965 students in fall 2017, with a shared goal: to advance educational and economic opportunities for the people of Maine.

The two systems are designed to achieve this goal in distinct ways. The university serves as the primary public provider of baccalaureate and graduate degrees in Maine, provides community-sustaining service, and builds Maine's economy through research and collaboration with employers. The MCCS is focused on one- and two-year programs of study that are designed to meet the educational, occupational and technical needs of Maine citizens and the workforce needs of the state's employers.

Collaboration between Maine's public universities and community colleges is critical to the ability of both to achieve their mission, and under the leadership of UMS Chancellor James Page and MCCS President Derek Langhauser, the two systems are working closely together to serve the best interests of students and the state.

With passage of Public Law 2015, Chapter 261 (LD 1441), the Maine Legislature created the Public Higher Education Systems Coordinating Committee to more formally recognize the importance of cooperative efforts between the two systems. The Committee is comprised of the Chancellor of the University of Maine System (UMS), the President of the Maine Community College System (MCCS), and the chairs of both systems' Boards of Trustees. The Committee is charged with promoting efficiency, cooperative effort, and strategic planning between the University of Maine System and the Maine Community College System. A copy of the law is provided in Appendix A.

Signaling their strong commitment to the Committee, the Boards of Trustees of UMS and MCCS passed a joint resolution in 2016 encouraging continued and expanded collaboration between the two systems. (Appendix B.)

This is the Committee's third annual report. It updates the information contained in last year's report and details the partnerships and planning that have been undertaken by the two systems in the time since. The majority of these activities have been directed at student success, strengthened and streamlined academic pathways and transfer opportunities, and shared and efficient use of resources at both the system and institutional levels.

In 2018, the leadership of both systems, together with faculty and staff at each of the institutions, remain focused on the collaborations detailed in this report, as well as looking for new ways to better work together to serve our students and the state.

II. REPORT OF CURRENT ACTIVITIES

This section details current and ongoing activities between the two systems and is organized by the various ways in which the UMS and MCCS are working in close collaboration to ensure the efficient and cost-effective delivery of educational programs and services to the people of Maine. Much of this work is led by a committee of academic deans from the two systems who work in close and regular contact with one another. In fall 2017, the group agreed to focus its work on the following four areas: college readiness, clear and structured pathways to a degree (known as guided pathways and meta-majors), math pathways that align a student's math courses with his or her program of study, and dual and concurrent enrollment. Additional details are included in the sections that follow.

A. College Readiness and Remediation

Recognizing that only 43% of Mainers hold education and workforce credentials that position Maine and its families for success, UMS and MCCS are helping to lead Maine's effort (MaineSpark) to increase that number up to 60% by 2025. Leaders within the two systems are working with the Maine Department of Education and the K-12 system to identify strategies to better ensure that students leave high school college and career ready. This work includes UMS and MCCS joint consultation with the College Board and Maine secondary schools about the use of the PSAT and SAT as the State's new assessment tools for measuring the college and career readiness of Maine students. This work also involves the development of new strategies for using students' assessment outcomes to intervene while they are still in high school and to place them in the most appropriate courses once they enroll in college.

B. Adult Attainment

UMS and MCCS are also working collaboratively to increase adult attainment.

For example, UMS and MCCS are active partners and participants in MaineSpark's Adult Promise (MAP) initiative, helping to lead the effort to increase opportunities for Maine's adult learners to attain a college degree or credential of value. The initiative's goal: to increase adult attainment by 63,000 individuals over the next 10 years. UMS, MCCS, Maine Adult Ed and other partners worked in 2017 to

secure a three-year planning grant, part of a four-state pilot, that seeks to develop strategies for increasing adult attainment.

As an additional example, at the local level, Washington County Community College (WCCC) and the University of Maine at Machias (UMM) have partnered with Family Futures Downeast to secure grant funding for a "two generation" education program designed to break the cycle of poverty. With a second cohort now enrolled and plans underway for a third, the program is being carried out at the two colleges with shared staff and is being administered through WCCC.

C. Student Success

Building on success strategies and best practices that have emerged from UMS and MCCC joint participation in the Complete College America initiative, the two systems are discussing the creation of broad transfer pathways within various liberal arts disciplines (e.g., arts and humanities, STEM, healthcare, etc.). As envisioned, these guided pathways would lead from community college to a corresponding path at the UMS. Such pathways are designed to provide students with an early and clear road map of the courses they need to take to complete a degree in as timely and cost-effective a way as possible and to provide them with guidance and support to help them stay on their chosen path.

The two systems are also exploring ways to build new rigorous mathematics pathways that are more closely aligned and relevant to a student's future aspirations and that enable them to make timely progress towards completion of a certificate or degree.

D. TRANSFER

Every year, over 700 MCCC students transfer to the University of Maine System. The two systems are committed to making the transfer process as seamless as possible in order to reduce college costs for Maine students and speed their time to degree completion. These transfer initiatives have required significant effort on the part of faculty and administrators at both the UMS and MCCC as they work to align curriculum, develop common assessments, and implement new policies and practices across the two systems. That collaboration continues as the groups implement a new block transfer agreement, redesign courses, develop common assessment approaches, monitor progress, and create additional educational pathways in technical fields of study.

1. General Education Transfer Block Agreement (Associate in Arts)

A comprehensive block transfer agreement between the two systems went into effect in fall 2016. The agreement makes it possible for students enrolled in the associate in arts degree at any one of the state's community colleges and public universities to transfer up to 34 credits of their general education requirements, for full credit, to any of the other institutions within the two systems.

The agreement and its implementation are overseen by committees made up of the chief academic officers of the two systems and faculty representatives from each of the institutions. One or more of these committees began meeting bi-weekly during the 2014/15 academic year and have continued

to meet since the agreement went into effect. In addition, the two systems held a joint meeting in 2017 of transfer counsellors at the colleges and universities to refine a common process for reviewing and authorizing transfer of the transfer block.

UMS and MCCS are developing a data sharing agreement that will enable the two systems to better track transfers and assess their success as they move from one institution to another.

2. Reverse Transfer

In addition to the new block transfer agreement, other collaborative initiatives between the two systems are designed to help ensure that students are able to earn all of the college credits and credentials to which they are entitled. The MCCS/UMS reverse transfer agreement enables MCCS students who transfer to the UMS before earning a community college credential to transfer credits earned at the UMS back to the community college to complete their MCCS degree or certificate.

3. Prior Learning Assessment (PLA)

Another initiative currently underway addresses how the institutions award credit for prior learning and work experience. Committees at both the UMS and MCCS are working within their faculty governance structures to establish common scores and standards for portfolio and credential review so that students who are awarded PLA credit at one institution can ultimately carry forward those credits as they transfer between the two systems. This work is especially important for Veterans and other adult learners who have gained significant skills through work, service and life experiences.

4. Nursing Transfer

A task force comprised of both UMS and MCCS nursing department program chairs is working to develop a seamless pathway from the Associate Degree in Nursing (ADN) to the Bachelor of Science in Nursing (BSN) in order to meet the state's nursing workforce challenges. The group seeks to develop clear curriculum pathways between MCCS and UMS that simplify the selection of courses, speed time to the completion of the BSN, and eliminate unnecessary duplication of coursework and the need for inter-campus articulation agreements.

5. Information Technology Transfer

Faculty and academic leaders from the MCCS and the UMS are meeting regularly to develop and refine seamless transfer pathways from MCCS information technology (IT) associate degree programs to UMS Bachelor of Science degree programs in information technology (BSIT) and Cyber Security.

6. Articulation Agreements

UMS and MCCS also have numerous transfer (or "articulation") agreements between and among the individual institutions that provide additional clarity and consistency for students enrolled in specific

programs of study, especially those programs that are technical or occupational in nature and directly connected to the workforce needs of the state.

In all, UMS and MCCS now maintain and regularly update more than 200 articulation agreements between specific programs of study. Among the 50 or so new articulation agreements signed in 2017 were those that allow associate degree graduates of SMCC's engineering program to seamlessly enter USM's programs for mechanical and electrical engineering programs. The 2 + 2 agreements are designed to boost the number of qualified engineers entering the Maine workforce.

A complete list of these agreements is included in Appendix C and includes nearly 20 additional agreements currently under development.

Some of these agreements are between multiple partner institutions and some extend agreements beyond programs of study to include admissions and support services. These include:

- **Connected Pathways**

This agreement with the University of Southern Maine (USM) provides students enrolled in selected programs at Central Maine Community College (CMCC), Southern Maine Community College (SMCC), and York County Community College (YCCC) with a clear pathway and streamlined admission to compatible programs at USM upon completion of their associate degree. USM provides participants with advising and support services, waives the application process, and guarantees enrollment as a junior to a compatible program of study for those community college graduates who maintain an overall grade point average of 2.0 or higher. Among its many benefits, the program is designed to keep students in some 25 programs of study from having to take unneeded credits once enrolled at USM. Through Connected Pathways, the schools have also created a professional community of practice to share strategies and create coordinated efforts to remove barriers and improve student completion and transfer.

- **Pathway to the Future**

WCCC and UMM's Pathway to the Future/Dual Admission Program codifies the curricular pathways available to students in Washington County who wish to start their college career at WCCC and then matriculate into specific programs at UMM. The program provides mutual academic support for students, joint enrollment between the two institutions, and other collaborative projects.

- **Success Scholarships**

The University of Maine at Augusta (UMA) has created "Success Scholarships" to encourage more graduates of MCCS institutions to pursue a bachelor's degree at UMA.

7. Marketing Transfer

To market all of the above, UMS and MCCC provide detailed information on their websites about transfer between the two systems.

MCCC: <https://www.mccc.me.edu/admissions-tuition-aid/admissions/how-to-transfer/>

UMS: <http://www.maine.edu/transfer-students/>

The sites contain links to online transfer guides specifically tailored to MCCC students seeking to transfer to the UMS, the contact information of transfer advisors, and course equivalency information. This information supports numerous transfer activities throughout the year, among them:

- Transfer fairs that are co-hosted by community college and university partners. These sessions attract hundreds of students each year.
- On a regularly scheduled basis, UMS transfer advisors meet with students at the community colleges to support and assist with transfer plans. For example, UMaine has regular advising visits at nearby EMCC two days per month during the academic semesters and USM's Transfer Success Coordinator has designated office hours at SMCC, YCCC, and CMCC.
- UMS admissions offices hold regularly scheduled interview days on Maine community college campuses to assist in the transfer application process.
- Both at the community college and university campuses, UMS faculty meet with MCCC students to share information about their academic departments and expectations and the educational and career opportunities they present.

E. DUAL AND CONCURRENT ENROLLMENT

As enrollment in dual and concurrent courses by high school students grows statewide, the UMS and MCCC are sharing best practices for ensuring that these courses meet high standards and provide students with as seamless a transition to college as possible. At the same time, both systems are working with the Maine Department of Education to identify and align the use of MDOE resources to support UMS and MCCC dual and concurrent enrollment efforts. This work included in 2016 and 2017 the UMS chancellor and MCCC president working together on the Commission to Reform Public Education Funding and Improve Student Performance in Maine (the Blue Ribbon Commission) which had, as one of its objectives, the expansion of access to high quality educational opportunities for Maine high school students.

F. COORDINATION OF ACADEMIC AND STUDENT AFFAIRS

This section details academic collaborations between the systems other than those detailed above.

1. Joint Meeting of System Chief Academic Officers

The Chief Academic Officers from UMS and MCCC met November 13, 2017, in a daylong session for general discussion of academic areas in common, and possibilities for which the two systems might more closely interact. Coming from that meeting, the CAOs agreed to form teams in four areas of shared interest: Early College, Math Pathways, College Readiness, and Guided Pathways. These teams are composed of, and led by, CAOs and other system personnel. The CAOs from both systems will meet again June 11, 2018, to discuss the work of this committee and possible joint initiatives in one or more of the four areas of shared interest.

2. Program Review and Development

Examples of activities in this area include but are not limited to the following:

- UMS and MCCC faculty serve as content experts on program advisory committees at partner institutions.
- EMCC and the University of Maine leadership meet quarterly to discuss issues of mutual concern and future collaborations. At its most recent meeting in January 2018, the group discussed student success data on transfer students, the current advising system for EMCC students wishing to transfer to UMaine, new articulation agreements between the two institutions, and partnerships to assist unprepared students in math and other areas.
- SMCC and USM are discussing opportunities to hold combined advisory committee meetings with select programs.

3. Academic Assessment

Examples of activities in this area include but are not limited to the following:

- Academic Deans at each of the institutions collaborate regularly on assessment of student learning.
- SMCC and USM (along with Portland Public Schools) are discussing English for Speakers of Other Languages (ESOL) curriculum alignment and creating a document for prospective students to understand the ESOL pathways at each institution.

4. Sharing of Academic Offerings

Examples of activities in this area include but are not limited to the following:

- SMCC and USM share a full-time faculty member in hospitality management. The faculty member also chairs SMCC's Culinary and Hospitality programs.

- WCCC and UMM offer a shared program in Medical Assisting at the UMM Campus; WCCC's Medical Assisting courses are delivered at UMM and the students take academic courses through UMM.
- WCCC and UMM also collaborate on UMM's Geographic Information Systems Technology (GIS) program. Students complete their first two years of the program at WCCC. Both schools are collaborating on approaches to increase enrollment in the GIS program.
- Faculty from both UMS and M CCS serve as guest lecturers at partner institutions.
- EMCC has partnered with UMaine's Mechanical Engineering Technology program to deliver a welding course (WEL165) to students in the UMaine program.
- UMaine Construction Engineering Technology and Electrical Engineering Technology students who are off-cycle are able to take select EMCC Civil Engineering Technology and Electrical and Engineering Technology courses to "catch up".
- EMCC's EMT-Basic course is regularly offered on the UMaine campus.
- USM and SMCC co-hosted a high-profile writing conference for faculty at the McKernan Center in April 2017.
- WCCC has offered three EMT courses at UMM over the past several years.
- NMCC's new Water Treatment Technology Program will include biology and environmental science courses delivered by UMPI.
- CMCC's Coordinator of the Life Sciences Honors Program has been meeting with other UMS coordinators state-wide to plan a student leadership conference.
- Twice a month, UMaine holds on-campus advising sessions for EMCC students intending to transfer to the university.
- UMaine also places a graduate assistant intern in EMCC's TRiO program.

5. Aspirations, Access, and Student Supports

- NMCC, UMPI, UMFK and Husson University have met regularly to develop the Aroostook Business Initiative to encourage Aroostook County high school students to explore business as a possible major.
- SMCC recently partnered with USM on a job shadow day for nursing students at Martin's Point Healthcare to introduce students to the many facets of healthcare work.
- SMCC has partnered with USM staff to deliver a Green Zone training for faculty and staff focused on working with Veterans.
- SMCC's counselor and USM's Director of Counseling presented together on suicide prevention at SMCC's Summer Academy and SMCC's resident assistant training, and counselors from the two campuses as well as YCCC meet monthly to discuss campus/student concerns.
- Athletic departments at campuses within the two systems are in regular communication to coordinate recruitment/transfer and eligibility compliance of student athletes.

G. SHARED USE OF FACILITIES AND EQUIPMENT

Both systems are committed to reducing facility costs and making efficient use of facilities and equipment. Examples of efforts in this regard include but are not limited to the following:

- UMS and MCCC off-campus centers are co-located in Dover-Foxcroft, East Millinocket, South Paris, Ellsworth, Houlton, and at Brunswick Landing where SMCC's MidCoast campus and UMA's University College at Bath/Brunswick work in close collaboration.
- The UMS Cooperative Extension holds several events a year on the KVCC Alford Campus.
- WCCC and UMM share UMS polycom assets for various MCCC/UMS meetings. This saves on the costs of travel and maintaining separate systems.
- UMaine provides access to Fogler Library to EMCC students.
- Students at NMCC and UMPI attend student events at no cost on either campus.
- The SMCC Athletic Departments sometimes share facilities when one is over-scheduled or unexpected problems arise.
- SMCC and USM facilities managers collaborate prior to storm closings and coordinate where prudent.
- WCCC currently participates with the University System purchasing department on photocopy rentals and office supplies through Office Max.

H. PURCHASING SERVICES AND AGREEMENTS

Both UMS and MCCC have issued RFPs that afford procurement of goods and services by the other system. The goal: to secure the best possible pricing for each campus, reduce duplication of purchases, and reduce time spent on developing RFPs and bidding out for the same services.

- UMS purchasing collaboratives are open to MCCC
- UMS has ensured that on-call service contracts allow the MCCC (and MMA) the ability to utilize them (e.g., the UMS Honeywell contract)
- MCCC participates with the UMS purchasing department on photocopy rentals and office supplies through Office Max.
- UMPI's Student Health Services Department and NMCC share a Certified Registered Nurse/Nurse Practitioner (CRN NP).

I. COLLABORATIONS WITH MAINE MARITIME ACADEMY

The law establishing the Public Higher Education Systems Coordinating Committee calls upon the committee to investigate and pursue opportunities for collaboration and resource sharing with Maine Maritime Academy (MMA). To that end, the UMS and MCCC have undertaken and strengthened their collaborations with MMA. These activities have included but not been limited to:

1. Maine Maritime Academy Prep

MMA Prep is designed to serve students who seek admission to the Academy but have not yet met all of the school's rigorous academic requirements. Students recommended for the program enroll in a liberal studies program at one of Maine's seven community colleges and take a prescribed set of courses designed to prepare them for entry to the Academy. Those who complete the courses with grades of C or better and successfully complete MMA's admissions process gain entry to the Academy. In 2016/2017, 27 students who would not have been accepted through the traditional MMA admissions process were enrolled at the Academy thanks to the MMA Prep program.

2. New Transfer Agreements

SMCC and MMA are exploring a new transfer agreement from SMCC's marine sciences program to the Academy. The MCCS is also working with the Academy to introduce a transfer agreement from MCCS business administration and business management programs to MMA's program in international logistics.

3. Sharing of best practices and legal counsel

An attorney who works for MCCS has served as special counsel to MMA for the past several years, providing legal guidance and sharing best practices in areas such as:

- Insurance
- Campus security
- Policies and procedures that comply with important changes in federal higher education

This has saved the Academy significant costs in outside counsel fees.

III. FUTURE COLLABORATIONS

As demonstrated above and as evidenced by the joint resolution of the UMS and MCCS Boards of Trustees, collaborative work between the two systems will be ongoing in 2018, especially in the areas of strengthening transfer, academic pathways, and student success. Examples of prospective activities among individual institutions include but are not limited to the following:

- EMCC is exploring the possibility of delivering its CADD courses (Revit, Solidworks) to UMaine students, particularly in Engineering Technology programs.
- EMCC is also interested in exploring the feasibility of developing an ROTC partnership with UMaine, working in collaboration with UMaine career services, co-enrolling UMaine students who are underprepared; and creating internship opportunities for UMaine graduate students.

- EMCC and UMaine are exploring the possibility of new articulation agreements in Business, Biology, Social Work, Political Science, Psychology, and Digital Graphic Design.
- EMCC and UMaine are also organizing a faculty summit to explore partnering to assist unprepared students.
- NMCC, UMFK and UMPI are in discussions to determine how NMCC can best support UMFK's delivery of the BSN program in Central Aroostook, leveraging NMCC's nursing lab and simulation area.
- USM and NMCC anticipate the establishment of an articulation (or multiple articulations) specifically in the areas of Allied Health and Emergency Medical Services in 2018.
- SMCC and USM will host an event at the Greater Portland Immigrant Welcome Center to raise college aspirations among new Americans.
- USM and CMCC are exploring a collaboration on the delivery of English as a Second Language (ESL) training to immigrants with foreign credentials, immediately applicable skills, and functional reading and writing skills who require a more nuanced understanding in order to move into the workforce in an appropriate field.

Appendix A
Maine Revised Statutes
Title 20-A: EDUCATION
Chapter 1: GENERAL PROVISIONS

§9. PUBLIC HIGHER EDUCATION SYSTEMS COORDINATING COMMITTEE

1. Committee established. The Public Higher Education Systems Coordinating Committee, referred to in this section as "the committee," is established to promote efficiency, cooperative effort and strategic planning between the University of Maine System and the Maine Community College System, referred to in this section as "the systems."

[2015, c. 261, §1 (NEW) .]

2. Membership. The committee consists of the Chancellor of the University of Maine System, the Chair of the Board of Trustees of the University of Maine System, the President of the Maine Community College System and the Chair of the Board of Trustees of the Maine Community College System. The members of the committee may appoint designees to a subcommittee.

[2015, c. 261, §1 (NEW) .]

3. Duties. The committee shall seek to achieve greater collaboration and cooperation between the systems in order to address issues including, but not limited to, the following:

A. Improving college affordability; [2015, c. 261, §1 (NEW) .]

B. Minimizing or eliminating barriers to student transfer between the systems; [2015, c. 261, §1 (NEW) .]

C. Reducing unnecessary duplication of programs between the systems; [2015, c. 261, §1 (NEW) .]

D. Identifying opportunities for sharing best practices and individual efficiencies, building cross-system economies of scale and sharing of resources; [2015, c. 261, §1 (NEW) .]

E. Recommending changes to state laws that would improve the systems' efficiency or effectiveness; [2015, c. 261, §1 (NEW) .]

F. In consultation with the President of the Maine Maritime Academy and the Chair of the Board of Trustees of the Maine Maritime Academy, investigating and pursuing opportunities for collaboration and resource sharing with the Maine Maritime Academy. The committee shall notify the President of the Maine Maritime Academy of committee meetings and agenda items; and [2015, c. 261, §1 (NEW) .]

G. In consultation with the commissioner and the chair of the state board, investigating and pursuing opportunities to improve college preparation, transition and completion for Maine's secondary students, including supporting early college opportunities and improving credit transfer between secondary and postsecondary school systems. [2015, c. 261, §1 (NEW) .]

[2015, c. 261, §1 (NEW) .]

4. Meetings. The committee shall meet at least twice each year and the committee members' designees may meet more frequently. The chancellor shall convene the first meeting of the committee by October 15, 2015. The committee shall establish a meeting schedule, and the initial work must include an accounting

of the members' prior and current efforts to promote efficiency, cooperative effort and strategic planning between the systems. The committee shall elect a chair from among its members to serve for a term to be determined by the committee.

[2015, c. 261, §1 (NEW) .]

5. Reporting. The committee shall report succinctly on its deliberations and any recommendations to the Governor and the joint standing committee of the Legislature having jurisdiction over education matters by February 15th each year.

[2015, c. 261, §1 (NEW) .]

SECTION HISTORY

1995, c. 395, §J1 (NEW). 2003, c. 20, §002 (AMD). 2003, c. 20, §004 (AFF). 2013, c. 368, Pt. DDDDD, §1 (AMD). 2015, c. 261, §1 (RPR).

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Appendix B

JOINT RESOLUTION OF THE BOARDS OF TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM AND MAINE COMMUNITY COLLEGE SYSTEM

Whereas, the Maine Legislature enacted Public Law 2015, Chapter 261 (LD 1441) to establish the Public Higher Education Systems Coordinating Committee ("Coordinating Committee") in order to promote efficiency, cooperative effort and strategic planning between the University of Maine System ("UMS") and the Maine Community College System ("MCCS");

Whereas, the law requires the Chancellor and Chair of the Board of Trustees of UMS, President and the Chair of the Board of Trustees of MCCS to meet at least twice a year to discuss:

- Improving college affordability;
- Minimizing or eliminating barriers to student transfer between the systems;
- Reducing unnecessary duplication of programs between the systems; and
- Identifying opportunities for sharing best practices and individual efficiencies, building cross-system economies of scale and sharing of resources.

Whereas, on February 3, 2016, the Coordinating Committee submitted to the Maine Legislature's Joint Standing Committee on Education and Cultural Affairs a complete account of the members' prior efforts to promote efficiency, cooperative effort and strategic planning between the Systems;

Whereas, the Boards of Trustees of UMS and MCCS, each agree with and adopt as their own those goals and purposes expressed in the law for the Coordinating Committee; and

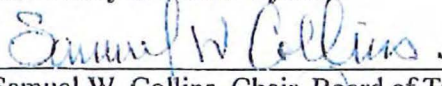
Whereas, the Boards of Trustees of UMS and MCCS each find and agree that it is in their mutual interests to complement each System's efforts to achieve the best educational outcomes for students and maximize degree attainment for Maine's citizens and workforce with relevant, accessible and affordable certificate and degree programs;

NOW, therefore, it is resolved:

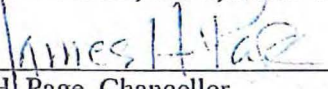
1. The Boards of Trustees of each System encourage:
 - a. The UMS Chancellor and MCCS President to confer regularly on matters of mutual interest, to share best practices, and to collaborate where operationally compatible and financially efficient;
 - b. University and College Presidents to regularly collaborate and coordinate among them, and to encourage and enable their academic and student staff, faculty, and administrators to do the same, to confer regularly on matters of mutual interest, with a primary focus on strengthening academic pathways and transfer opportunities, sharing of local resources, and coordination of regional population attraction efforts;
 - c. Academic Affairs leaders of the Systems to continue their regular ongoing efforts regarding remediation, dual enrollment, pathways, and transfer;
 - d. System administrative function heads to look for opportunities for collaborating, achieving economies of scale, and sharing resources; and
 - e. The General Counsels of the Systems to continue to confer regularly to discuss best practices, policies and procedures that efficiently promote effective legal compliance, student legal affairs management, insurance procurement and risk management.
2. That each Board, in its discretion, encourage the Presidents of the Universities and Community Colleges to submit to each System head summary written reports of their collaborations and activities, including where interactions were not found to advance the purposes of the law and this resolution, by June 30 and December 30 each year.

Signed this 15th day of December, 2016.

University of Maine System

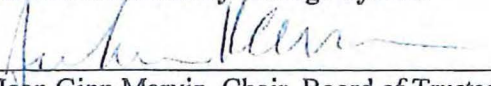


Samuel W. Collins, Chair, Board of Trustees

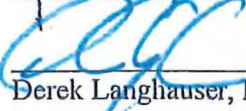


James H. Page, Chancellor

Maine Community College System



Jean Ginn Marvin, Chair, Board of Trustees



Derek Langhauser, President

Appendix C

Program-to-Program Articulation Agreements between University of Maine System and Maine Community College System

This list of transfer agreements does not include System-wide agreements focused on block transfer, reverse transfer, and liberal studies transfer (Advantage U).

Central Maine Community College	
CMCC Degree	Transfer Degree
A.S. in Nursing	UMA B.S. in Nursing (B.S.N)
A.A.S. in Early Childhood Education	UMF B.S. in Early Childhood Education
A.A.S. in Architectural and Civil Engineering Technology	UMFK B.S. in Business Management
A.A.S. in Automotive Technology	UMFK B.S. in Business Management
A.A.S. in Automotive Technology (Ford A.S.SET)	UMFK B.S. in Business Management
A.A.S. in Building Construction Technology	UMFK B.S. in Business Management
A.A.S. and A.S. in Computer Technology	UMFK B.S. in Business Management
A.A.S. in Early Childhood Education	UMFK B.S. in Business Management
A.A.S. in Electromechanical Technology	UMFK B.S. in Business Management
A.A.S. in Graphic Communications	UMFK B.S. in Business Management
A.A.S. in Medical Assistant	UMFK B.S. in Business Management
A.A.S. in Medical Coding and Electronic Health Records	UMFK B.S. in Business Management
A.A.S. in Network Security/Computer Forensics	UMFK B.S. in Business Management
A.A.S. in Physical Fitness Specialist	UMFK B.S. in Business Management
A.A.S. in Precision Machining Technology	UMFK B.S. in Business Management
A.S. in Life Science	USM B.S. in Health Sciences, Pre-Professional Track
A.A.S. in Physical Fitness Specialist	UMS B.S. in Health Sciences
A.A.S. in Criminal Justice	USM B.A. in Social and Behavioral Studies, Community Response & Mental Health Concentration
A.A.S. in Criminal Justice	USM B.A. in Social and Behavioral Sciences, General Concentration
A.A.S. in Early Childhood Education	USM B.A. in Social and Behavioral Sciences, Early Childhood Studies Concentration and State of Maine Early Childhood Teacher Certification (081)
A.A.S. in Early Childhood Education	USM B.A. in Social and Behavioral Sciences, General Concentration
A.A.S. in Human Services	USM B.A. in Psychology
A.A.S. in Human Services	USM B.A. in Social and Behavioral Sciences, Counseling Concentration
A.A.S. in Human Services	USM in Social and Behavioral Sciences, Early Childhood Studies Concentration
A.A.S. in Human Services	USM B.A. in Social and Behavioral Sciences, General Concentration
A.A.S. in Human Services	USM B.A. in Social and Behavioral Sciences, Public Health Concentration
A.S. in Computer Technology	USM B.S. in Information Technology
A.A.S. in Computer Technology	USM B.S. in Technology, Concentration in Information and Communications Technology
A.A.S. in Precision Machining Technology	USM B.S. in Technology Management, Concentration in Precision Manufacturing

Eastern Maine Community College	
A.A.S. in Civil Engineering Technology	UM B.S. in Construction Engineering Technology
A.A.S. in Electrical and Automation Technology	UM B.S. in Electrical Engineering Technology
A.A. in Liberal Studies	UM and UMM B.S. in Social Sciences
A.A.S. in Education	UM B.S. in Elementary Education
A.S. in Nursing	UMA B.S. in Nursing (B.S.N)
A.A.S. in Early Childhood Education	UMF B.S. in Early Childhood Education
A.A.S. in Automotive Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Building Construction Mgt.	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Business Management	UMFK B.S. in Business Management
A.A.S. in Computer Systems Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Culinary Arts	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Digital Graphic Design	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Early Childhood Education	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Education	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Education (CTE Option)	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Electrical and Automation Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Emergency Medical Services	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Fine Woodworking & Cabinetmaking	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Medical Office Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.S. in Nursing	UMFK B.S. Nursing
A.A.S. in Refrigeration, Air Conditioning, Heating	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Surgical Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Surgical Technology	UMFK B.S. in Business Mgt. Technology Concentration
A.A.S. in Education	UM B.S. in Elementary Education
A.A.S. in Electrical & Automation Technology	USM B.S. in Technology Management, Concentration in Electro-Mechanical Systems
A.A.S. in Hospitality and Tourism Management	USM B.A. Tourism and Hospitality Equivalency
A.A.S. in Business Management	UMM B.S. in Business and Entrepreneurial Studies
All A.A.S. Programs	UMA Bachelor of Applied Science*
A.A.S. Business Management	UMA B.S. Business Administration*
A.A.S. Computer Systems Technology	UMA B.S. Computer Information Systems*
A.A.S. Criminal Justice	UMA B.S. in Justice Studies*
A.A. in Liberal Studies	UMA B.A. in Liberal Studies*
A.A.S. in Human Services	UMA B.S. in Mental Health and Human Services*
A.S. in Nursing	UMA B.S. in Nursing*
A.A.S. in Education – Elementary Education	UMA B.S. in Elementary Education*
A.A.S. in Early Childhood Education	UMA B.S. in Early Childhood Education*
A.A.S. in Education – Secondary Education	UMA B.S. in Secondary Education*

Kennebec Valley Community College	
A.A.S. in Business Administration Accounting Option	UMA B.S. in Business Administration
A.A.S. in Business Administration Marketing/Management Option	UMA B.S. in Business Administration
A.A.S. in Mental Health Rehabilitation	UMA B.S. in Mental Health and Human Services
A.A.S. in Sustainable Construction	UMA B.A. Architecture*
A.A.S. in Early Childhood Education	UMF B.S. in Childhood Education
A.A.S. in Mental Health Rehabilitation	UMF B.S. in Rehabilitation Program
A.A.S. in Electrical Technology	UMFK B.S. in Business Management, Technology Concentration*
A.A.S. in Energy Services Technology	UMFK B.S. in Business Management, Technology Concentration*
A.A.S. in Precision Machining Technology	UMFK B.S. in Business Management, Technology Concentration*
A.A.S. in Sustainable Construction	UMFK B.S. in Business Management, Technology Concentration*
A.A.S. in Precision Machining Technology	USM B.S. Technology Management
A.A.S. in Energy Services Technology	USM B.S. Applied Technical Leadership
A.A.S. in Electrical Technology	USM B.S. Applied Technical Leadership
A.A.S. in Applied Electronics and Computer Technology	UM B.S. Electrical Engineering Technology
A.A.S. in Applied Engineering Technology	UM B.S. Electrical Engineering Technology
A.A.S. in Mental Health Rehabilitation	UM B.A. Social Work*
A.A.S. in Mental Health Rehabilitation	UMF B.S. Rehabilitation Services*
A.A.S. in Mental Health Rehabilitation	UMF B.A. Psychology*
A.A.S. in Medical Assisting	USM B.S. Health Sciences
A.A.S. in Health Information Management	USM B.S. Health Sciences
A.A.S. in Occupational Therapy Assistant	USM B.S. Health Sciences
A.A.S. in Electrical Technology	USM B.S. Industrial Technology
A.A.S. in Energy Services and Technology	USM B.S. Industrial Technology
A.A.S. in Culinary Arts	USM B.A. Tourism and Hospitality with Food Studies Minor
A.S. in Nursing	UMFK B.S. Nursing
A.S. in Radiologic Technology	USM B.S. Health Sciences
A.S. in General Science/Biology	USM B.S. Environmental Science
A.A.S. in Sustainable Agriculture	UMPI B.S. Environmental Science & Sustainability *

Northern Maine Community College	
A.A.S. in Early Childhood Education	UMPI B.S. in Elementary Education, Early Childhood Concentration
A.A.S. in Automotive Collision Repair	UMFK B.S. in Business Management
A.A.S. in Building Construction Technology	UMFK B.S. in Business Management
A.A.S. in Computer & Network Technology	UMFK B.S. in Business Management
A.A.S. in Diesel Hydraulics	UMFK B.S. in Business Management
A.A.S. in Early Childhood Education	UMFK B.S. in Business Management
A.A.S. in Electrical Construction and Maintenance	UMFK B.S. in Business Management
A.A.S. in Emergency Medical Services	UMFK B.S. in Business Management
A.A.S. in Medical Assisting	UMFK B.S. in Business Management
A.A.S. in Plumbing and Heating	UMFK B.S. in Business Management
A.A.S. in Precision Machining Technology	UMFK B.S. in Business Management
A.S. in Nursing 2+2 Agreement 3+1 Agreement	UMFK B.S. in Nursing
A.A. in Liberal Studies	UMPI B.A. in Liberal Studies
A.A. in Liberal Studies	UMFK B.A. in Liberal Studies
Southern Maine Community College	
A.A.S in Criminal Justice	UMA B.S. in Public Administration
A.A.S in Criminal Justice	USM B.A. in Criminology
A.A.S in Culinary Arts	USM B.A. Tourism and Hospitality, Cultural and Culinary Tourism Concentration
A.A.S in Cybersecurity	UMA B.S. in Cybersecurity
A.A.S. in Early Childhood Education	UM B.S. in Child Development/Family Relations Early Childhood Education option
A.A.S. in Early Childhood Education	UMF B.S. in Early Childhood Education, Birth to Five Certification
A.A.S. in Early Childhood Education	UMF B.S. in Early Childhood Education, K-3 Certification
A.A.S in Fire Science Technology	UMA B.S. in Public Administration
A.A.S in Fire Science Technology	USM B.S. in Leadership and Organizational Studies
A.A.S. in Horticulture	USM B.A. Environmental Planning & Policy
A.A.S. in Horticulture	USM B.A. in Environmental Science
A.A.S in Hospitality Management	USM B.A. in Tourism and Hospitality
A.A.S. in Human Services	UMA B.S. in Mental Health and Human Services/Adult Mental Health Rehabilitation
A.A.S. in Human Services	UMA B.S. in Public Administration
A.A.S. in Integrated Manufacturing/Precision Machining	USM B.S in Technology Management Precision Manufacturing Concentration
A.A. in Liberal Studies with a Focus in English	USM B.A. in English
A.A. in Liberal Studies with a Focus in History	USM B.A. in History
A.A. in Liberal Studies with a Focus in Political Science	USM B.A. in Political Science
A.A. in Liberal Studies with a Focus in Psychology	USM B.A. in Psychology*
A.A. in Liberal Studies with a Focus in Science	USM B.A. in Environmental Planning and Policy
A.A. in Liberal Studies with a Focus in Science	USM B.S. in Environmental Science
A.S. in Business Administration	UMA B.S. in Business Administration
A.S. in Business Administration	USM B.S in Accounting
A.S. in Business Administration	USM B.S. in Business Administration
A.S. in Business Administration	USM B.S in Entrepreneurship
A.S. in Business Administration	USM B.S. in Finance

A.S. in Business Administration	USM B.S. Management
A.S. in Business Administration	USM B.S. International Business
A.S. in Business Administration	USM B.S. in Marketing
A.S. in Business Administration	USM B.S. in Risk Management
A.S. in Business Administration	USM B.S. in Sports Management
A.S. in Business Administration	USM B.S. in Sustainable Business
A.S. in Business Administration	USM B.S. in Environmental Science
A.S. in Education	USM B.A. in Education*
A.S. in Marine Science	UMM B.S. in Marine Biology*
A.S. in Nursing	UMFK B.S. Nursing (renewal in process)
A.S. in Nursing	USM B.S. in Nursing (3+1)
A.S. in Pre-Engineering	UM B.S. in Electrical, Computer, Mechanical, Civil, and Electrical Engineering Technology (renewal in process)
A.S. in Pre-Engineering	USM BS in Electrical Engineering
A.S. in Pre-Engineering	USM B.S. Computer Engineering
A.S. in Pre-Engineering	USM B.S. in Mechanical Engineering
A.S. in Pre-Engineering	USM B.S. in Mechanical Engineering
Washington County Community College	
Core Exceptions for Transfer Students	UMM
A.A.S. in Early Childhood Education	UMF B.S. in Early Childhood Education
A.A.S. in Business Management	UMA B.S. in Administration, Business Administration Management, or Business Administration Accounting
A.A.S. in Adventure Recreation & Tourism	UMM B.S. Recreation & Tourism Management
A.A.S. in Business Management	UMM B.S. in Business and Entrepreneurial Studies
A.A.S. in Geographical Information Systems	UMM B.S. in Environmental Studies/Geographic Information Systems Concentration
	UMM B.S. in Marine Biology with Geographic Information Systems Minor
	UMM B.S. in Tourism and Recreation Management with Geographic Information Systems Minor
	UMM Certificate in Geographic Information Systems
York County Community College	
A.A.S. in Information Technology	USM B.S. in Information Technology
A.A.S. in Precision Machining	USM B.S. in Technology Management: Precision Manufacturing Concentration
A.A.S. in Architectural and Engineering Design	USM B.S. in Applied Technical Leadership
A.A.S. in Architectural and Engineering Design	USM B.S. in Technology Management, Industrial Management Concentration
A.A.L.S. in Liberal Studies	USM B.S. in Environmental Science
A.A.S. in Trade and Technical Occupations	USM B.S. in Applied Technical Leadership
A.A.S. in Trade and Technical Occupations	USM B.S. in Technology Management, Industrial Management Concentration
A.S. in Health Studies	USM B.S. in Health Sciences
A.A.S. in Health Information Management	USM B.S. in Health Sciences
A.A.S. in Behavioral Health Studies	USM B.A. in Psychology
A.A.S. in Behavioral Health Studies	USM B.S. in Recreation & Leisure Studies
A.A.S. in Behavioral Health Students	USM B.A. in Social Work
A.A.S. in Culinary Arts	USM B.A. in Tourism & Hospitality
A.A.S. in Culinary Arts, Baking & Pastry Option	USM B.A. in Tourism & Hospitality
A.A.S. Hospitality and Tourism Management	USM B.A. in Tourism & Hospitality

A.A.S. in Medical Assisting	USM B.S. in Health Sciences
A.A.S. in Business Administration	USM to B.S. in Business, General Management Track*
A.A.S. in Digital Media	UMFK B.S. in Business Management
A.A.S. in Culinary Arts	UMFK B.S. in Business Management
A.A.S. in Architectural and Engineering Design	UMFK B.S. in Business Management
A.A.S. in Culinary Arts, Baking & Pastry Option	UMFK B.S. in Business Management
A.A.S. in Early Childhood Education	UMFK B.S. in Business Management
A.A.S. in Health Information Management	UMFK B.S. in Business Management
A.A.S. Hospitality and Tourism Management	UMFK B.S. in Business Management
A.A.S. Information Technology	UMFK B.S. in Business Management
A.A.S. Medical Assisting	UMFK B.S. in Business Management
A.A.S. Precision Machining Technology	UMFK B.S. in Business Management
A.A.S. Veterinary Technology	UMFK B.S. in Business Management

*Agreement in process