The Gorham Campus Steering Committee
Final Report
October 2012
# Table of Contents

Contents

OVERVIEW .................................................................................................................. 3
- Committee Charge .............................................................................................. 4
- Steering Committee Co-Chairs ........................................................................... 5
- Work Group Leaders ........................................................................................... 5

The Gorham Campus Experience .............................................................................. 5
- ACADEMICS ................................................................................................. 6
- STUDENT LIFE .............................................................................................. 6
- INTERCOLLEGIATE ATHLETICS ............................................................... 11
- COMMUNITY RELATIONS ........................................................................... 13
- CAMPUS LEADERSHIP ............................................................................... 15

APPENDIX I ............................................................................................................. 16
APPENDIX II ............................................................................................................ 20
The Gorham Campus Advisory Committee  
Final Report, 2012

Overview

Since the creation of the University of Southern Maine, considerable efforts have been made by institution leaders to integrate the Portland and Gorham campuses to create a single university. An unintended consequence of these efforts has been an ineffective homogenization of the two very distinctive campuses and student populations. Moreover, the objective to have “one campus” has resulted in the inability to highlight, celebrate, and market the distinctiveness of each, resulting in the erosion of a sense of cohesiveness and community. Under USM’s current academic structure, the Gorham campus functions much like a suburban bedroom community. All students at USM are, in essence, commuters. Additionally, recent reductions in the numbers of residential students have turned the Gorham campus into a rather empty space, a place that students and faculty depart after classes or avoid.

Gorham demands a new direction; its revitalization requires institutional will, vision, commitment, and most of all, an identity that is shared within the institution and marketed to our external audiences and stakeholders. To revitalize the campus, we believe Gorham needs a comprehensive array of course offerings so that students are able to remain on campus, traveling to Portland by choice rather than necessity. It needs more students who are likely to remain on campus, seven days a week. The campus combines the picturesque with modern decay; but like broken windows in a city neighborhood, efforts need to be made, within the constraints of our resources, to construct a facility that is a source of pride to USM students, faculty, staff and the external community. Equally important, we must make a more intentional effort to think about the way space shapes the public life and culture on the campus. We must challenge the design community—within USM or outside — to reconfigure the spatial dynamics of the Gorham campus so that the population of students that we have are channeled into common areas, to create a true “quad” of public areas that are places of conversation and community. And perhaps, most of all, the campus demands a dynamically integrated academic and social life which engages the faculty, staff, and students. As the cover illustration conveys, all pieces of the experiential puzzle must be integrated into a cohesive whole to provide our students with an intentional academic, living and learning experience on the Gorham campus.

The Gorham campus provides students in the state and region with a unique opportunity to begin their college career in a more sheltered and bucolic environs and complete it in one of the great small cities in the country. USM has the opportunity to re-imagine itself
as a place of transitions and growth, and for the traditional residential student, Gorham can become the way-station between home and city.

The Committee’s Charge

The Gorham Task Force report of November 2011 was intended, in part, to serve as a foundation upon which to develop and implement initiatives leading to much-improved living and learning environments on the Gorham campus. Beginning in the spring of 2012, a Steering Committee was established to further refine and build upon the work of the 2011 Gorham Task Force. The committee included several representatives from the original task force; members of the faculty; academic administrators; and student affairs administrators. Workgroups were established to address the major elements identified in the Gorham report. These included:

- Enhancing the Academic Experience and Curricular Presence on Campus: Increasing courses and programs on the Gorham campus
- Community Connections: Enhancing the town-gown relationship with Gorham
- Campus Environment: Making the Gorham campus a place to live, learn and play
- Faculty Presence: Creating a faculty-intensive environment in Gorham

The Steering Committee met throughout the spring and summer. Through online surveys, face-to-face discussions and campus tours, it considered dozens of suggestions on how to improve the campus environment; build community connections; increase faculty and curricular presence on the Gorham campus; and leverage the potential of living and learning communities.

In this final report, our aim has been to couple a compelling and clearly articulated definition of the Gorham Campus Experience with a series of specific recommendations - with accompanying “Major Actions” and specific “Must Do” implementation steps - that will make this definition a reality. This is followed by a series of specific major recommendations (the must do’s) that we believe will all have a significant impact in realizing the Gorham Campus Experience. The appendix contains an extensive list of low impact, low cost actions to further enhance the development of the Gorham Campus Experience. It should be noted that both lists were developed and refined through a series of meetings with students, student surveys, responsible department/unit input, external research, and extensive evaluation. As echoed in the first Gorham Task Force report, we believe these recommendations have the potential to help us create a more intimate, caring, and supportive environment in which students can learn and develop with a goal to increasing the desire to live and remain on campus.
Steering Committee Co-Chairs
Robert Caswell, Executive Director of Public Affairs
Dahlia Lynn, Associate Provost for Academic Affairs

Work Group Leaders
Lynn Kuzma, Dean, College of Arts, Humanities, and Social Sciences
Adam Tuchinsky, Associate Dean, College of Arts, Humanities, and Social Sciences
Michael Shaughnessy, Professor of Art, Department of Art
Stephen Romanoff, Director of Russell Scholars Program and Professor, Lewiston Auburn College
Travis Wagner, Associate Professor of Environmental Science and Policy, Department of Environmental Science
Al Bean, Director of USM Athletics
Denise Nelson, Assistant to the Chief Student Affairs Officer for Student Retention and Entrepreneurial Development

We also want to acknowledge the many students, faculty, and staff who found the time to meet with the Steering Committee throughout the summer and share their ideas, dreams and passions about the Gorham campus and what might be possible. We extend a special note of thanks to the many USM staff in the Offices of Student Success, Undergraduate Education/CORE, Student Life, Student Services, the Office of the Registrar, Office of Undergraduate Admission, and USM Student Government members for their contributions to this effort.

The Gorham Campus Experience
As an overarching framework, we recommend a re-envisioning of the Gorham Campus Experience. A sustainable Gorham campus must be grounded in the creation and support for a college experience unique to its physical setting. Sustainable communities, whether located at a university, in a neighborhood, in a town or city, or in some other civic grouping endure because they are attractive places to live, work (or study), and play.

Our mission of re-invigorating the Gorham campus will fail if we do not highlight and communicate its strengths to our potential student audience. This communication must be in the form of an integrated, comprehensive marketing campaign that reflects a seamless campus experience for first-year students and reinforces the many benefits offered by campus living. To ensure continued strength, all institutional academic and administrative units supporting the Gorham campus must continuously communicate with our matriculated students in ongoing community-building efforts.
Because time is critical in our quest to increase enrollment, increase retention, and increase the number of residential students, we advocate strongly that specific, responsible personnel be identified for the following - “major” - as well as the low cost recommendations contained in Appendix I and II, to evaluate their feasibility and monitor their implementation. We expect that each person will report initial progress and plan of action by the end of the fall 2012 semester and then again at the end of the spring 2013 semester. What follows is a set of recommendations and action steps and “must do” benchmarks to help realize this vision.

Recommendation #1: Develop and advance the concept of the Gorham Campus Experience as a unique identity.

Must Do:

- Recognize the Gorham Campus Experience as a unique, but integral part of the USM community.

- Task USM marketing with developing materials to promote the Gorham Campus Experience. Create a separate identity on the opening page of USM’s website to support the marketing and of course the information related to the Gorham Campus Experience (e.g., amenities, opportunities, and community building activities).

Academics

Recommendation # 1: Design an intentional, first-year academic experience for all residential students on the Gorham campus that produces social cohesion and academic success leading to greater retention of our student body.

Major Action: Ensure that first-year residential students can take all their courses in Gorham.

Must Do:

- Produce a course schedule that focuses on common core course offerings in Gorham.

- Recommend that the Provost direct the appropriate academic Deans to submit, for the academic year 2013-14, a complete first-year Gorham course schedule for programs with more than forty majors.

- Examine the Bailey Hall utilization study, conducted by the Office of Facilities Management, to identify under-utilized space in order to schedule more core and major courses in Gorham.

- Create or modify a cross-use science lab for core science requirements.
• Design and offer innovative, flexible credit academic courses that include co-curricular elements to foster community in the major, provide immersive experiences and engage students on the campus and throughout the local region.

• Quality learning space matters for students and faculty. Update academic classrooms in Bailey Hall to enhance learning and comfort, which includes replacing of blackboards with white boards, improving the sound systems on projectors, providing new screens, comfortable seating, painting, replacing floors, and repairing the classroom heating and cooling systems.

Major Action: Enhance, advertise, and institutionally support the Living and Learning Communities that already exist on the Gorham campus.

Must Do:
• Charge the Office of Institutional Research to conduct a comprehensive study of retention with a particular emphasis on first-year residential students during the fall, 2012 semester. Based upon that data, USM will institute or strengthen Learning Communities that target at-risk populations.

• Increase the number of faculty members leading living-learning communities by offering a variety of incentives and professional recognition.

Major Action: Establish a strong and active faculty presence on the Gorham campus which is vital to its success.

Must Do:
• Reconfigure and better utilize space on the second and third floors of Bailey Hall as well as the John Mitchell Center to create service “pods” for the College of Management and Human Service, the College of Arts, Humanities, and Social Sciences, and the College of a Science, Health, and Technology.

• Ensure that each pod has support staff, office equipment, and swing office space for faculty whose permanent office is located in Portland.

• Create a faculty/staff café in Bailey Hall to encourage faculty and staff presence on the Gorham campus.

• Recommend that the Provost consider the strengthening of faculty presence on the Gorham campus as a significant and high priority as part of the academic vision for USM.
Major Action: Augment academic advising by strengthening the partnership between USM faculty and the Student Success Centers.

**Must Do:**
- Expand the Faculty Advising Liaison (FAL) Program, piloted by the College of Arts, Humanities, and Social Science (CAHS), to all academic programs.
- Integrate Faculty Advising Liaisons with the Student Success Center.

**Recommendation #2: Internationalize the Gorham Campus to help diversify the USM community and increase the number of students living on the Gorham Campus.**

Major Action: Take advantage of opportunities provided by the University of Maine System to participate in international initiatives designed to bring international students to the Gorham Campus.

**Must Do:**
- Establish a first-year experience for international students that is sensitive to their needs and supports their residency on the Gorham campus.
- Identify institutional resources to support academic, cultural, and social programming to sustain an expanded international presence on the Gorham campus.
- Provide resources to and work closely with the Office of International Programs to continue to serve the needs of current international students.

**Recommendation #3: Market signature academic programs located on the Gorham campus as well as the Gorham Experience.**

Major Action: Charge the Office of USM Marketing to produce a campaign that highlights the following Gorham-based academic programs: The Arts (Music, Theater, and Art); Education; Applied Sciences (Engineering, Environmental Science, and Technology); Exercise Science and Health; and Tourism and Hospitality.

**Student Life**

The following excerpt from the *All Students Dimension of the Foundations of Excellence Report* (2011) highlights the current realities of the Gorham experience:

“According to the 2011 NSSE/FSSE report, just 7% of our freshmen participated in a community-based service project and we are below our peer institutions on this measure.”
Student and faculty surveys indicate that there are too few mechanisms to bring faculty and students together on an individual basis during the first year. There are also no structures in place that encourage out-of-class engagement between students and faculty. It is nationally recognized that the number one retention tool that any university has at its disposal is enhancing the faculty/student interaction outside the classroom.”

**Recommendation #1: Create quality experiences for all students that are intentionally designed to connect them to each other as well as to the university and which, in turn, will result in stronger community and an enhanced identity for the Gorham campus.**

Major Action: Establish a vibrant, respectful, and diverse community environment where all members enjoy a sense of belonging and where individual learning, wellness, and development are nurtured.

**Must Do:**

- Further evaluate tools (such as MapWorks) for enabling students to self-identify their academic, social, emotional and physical needs in such a way as to facilitate connecting the student to the appropriate campus resource(s).

- Diversify the Gorham campus. This should be accomplished through expanding the number of international students, increasing our outreach to students of color, as well as out-of-state students, and/or creating graduate and family housing options.

- Employ the Student Life Learning Initiative as a structure for the creation of learning objectives for students beyond the classroom.

- Expand the number of leadership development opportunities for students on the Gorham campus via clubs, organizations, service learning opportunities, internships and employment. Encourage participation by entering first time in college students in the USM Pathways program as a means to increase participation in campus events.

- Provide experiential programming (service learning, internships, challenge courses, and other activities that build community amongst students, faculty and staff) throughout a student’s academic career.

- Expand the USM new student orientation to create a special *Gorham Campus Experience* for in-coming residential (and optional for non-residential students). This program will focus on a 1- or 2-day experiential program designed to create a sense of community that solidifies friendships enabling the transition to USM to be more successful and engaging while also addressing the developmental needs of students.
- Revisit the transportation needs of our students and change the focus of transportation to become a means for creating greater connections between the campuses and the community beyond.

- Create a task force of campus community members to focus on Campus Beautification/First Impressions. This task force would provide valuable guidance and specific suggestions to support master planning of the Gorham Campus to focus on the aesthetics, the first impression to visitors.

**Recommendation #2: Provide new and upgraded campus facilities necessary for student recruitment, satisfaction and retention. “Sense of place” creates greater community satisfaction and school spirit/pride, which in turn impacts retention of students.**

**Major Actions:** Explore the feasibility and provide support for building an indoor pool complex on the campus as a joint venture or public-private partnership with the Town of Gorham, other local school districts, and area health care facilities. This would serve multiple needs: recruitment of new students; expansion of summer activities; an academic “lab” or internship environment for students; and an opportunity to create more of a reciprocal relationship with Gorham and surrounding communities.

**Must Do:**

- Establish a campus quad/campus green in what is now known as the Russell Hall parking lot to facilitate socialization and to fill a vacuum on the Gorham Campus: a central meeting and gathering space for students.

- Create a campus pub/gathering space/coffee bar/café on the Gorham campus that will be used by the entire university community inviting students, faculty and staff to come together as a community through informal gatherings and planned events. Options could include: conversion of the underutilized Hastings Formal Lounge; expansion of the small atrium (the entrance near the Hodgdon Field) of Bailey Hall; conversion of the space currently occupied by the USM bookstore in the Brooks facility; or building a new campus center.

- Prioritize the upgrading of all performance venue space on the Gorham campus to improve the quality of life for students, faculty, and staff and to build a stronger bridge to the greater Gorham community. Alternatively, create a multi-use performance space for visual and performing arts programs that offer a “Front Porch” to the Gorham campus.
Expand wireless capabilities to reach the entire campus including the residence halls and the campus grounds.

Renovate all older residence halls to include housing and office space for the expanding Faculty in Residence program and graduate students; create more inviting lounges; dedicate space for learning communities; build technology enhanced (SMART) classrooms, renovate kitchens, and outfit with state of the art furnishings; and amenities.

Establish an outdoor recreation program on the Gorham campus that is inviting to student, faculty, staff, and community members.

Construct a Frisbee/disc golf course, a bocce pit, and a more centrally located fire pit. Provide covered bike racks, and a snowboarding track on the campus sledding hill. Create an equipment rental program (this will be especially critical if we expand the numbers of international students on the Gorham campus) where volleyballs, tennis rackets, bikes, Frisbees, tents, coolers, sleds, etc. could be “rented” for recreational purposes.

**Intercollegiate Athletics**

*Recommendation # 1: Leverage USM Athletics to support recruitment and encourage involvement of alumni and friends in the life of the University community.*

*Major Actions:* Recognize and support USM Athletics as one of the significant components of Gorham’s “Front Porch” - and develop strategic action steps to actively integrate athletics into the campus community and the Gorham community at large.

**Must Do:**

- Create and market special events and identify synergies among existing campus and municipal events to build audiences.

- Integrate Athletics into existing university communications and marketing campaigns, when and where appropriate. Utilize and promote the Husky and the Husky logo consistently throughout the campus. Continue to increase quantity and quality of webcasts of athletic events.

- Build more collaboration with the Office of Undergraduate Admission, Office of Student Success, and Office of Alumni Relations.

- Build faculty partnerships to support student-athlete success.
- Continue to support the Gorham Learning Center in Athletics and build the Career Partners Initiative.

- Build greater institutional buy-in for events that celebrate student and professional success, e.g. Wise Scholar-Athletes Awards Ceremony and Husky Hall of Fame.

- Encourage collaborative strategic planning with town officials.

**Recommendation # 2: Upgrade and construct athletics and recreational facilities that will enhance recruitment, retention and community building.**

**Major Actions:** Focus on facilities that will raise public awareness of the University, advance community-campus integration, and support critical revenue generation.

**Must Do:**

- Completion of Hannaford Field.

- Upgrade softball field to meet Title IX and complete renovation of baseball field.

- Replace the Field House floor surface, which is used extensively by local communities and USM programs.

- Renovate and expand locker rooms in the Costello Sports Complex.

- Build an indoor pool complex as a means of increasing intercollegiate athletic and recreational opportunities for students on the Gorham Campus.

- Engage in collaborative strategic planning with the Town of Gorham.

**Recommendation # 3: Utilize intercollegiate athletics to enhance existing academic programs and consider new academic offerings, both undergraduate and graduate, to increase enrollments.**

**Major Actions:** Identify and develop certificate programs in high-demand areas and identify areas of collaboration between Athletics and existing academic programs.

**Must Do:**

- Develop a USM coaching certificate program, addressing the high demand for qualified and trained coaches at all levels.

- Continue to support majors in the Athletic Training program.
- Enhance the relationship with the Sport Management program.
- Establish internships with Communication & Media Studies.
- Create EYE courses with members of the athletic staff.

Community Relations

The Gorham campus, while situated in the midst of Gorham Village center, has very little connection to the village itself. While there are many opportunities for attending events particularly those in the arts and student life, the campus is underutilized by the residents of Gorham. The Steering Committee believes there are other opportunities for a greater connection between the campus and the community and that these should be developed. Strengthening the relationship between Gorham and the Gorham campus will ultimately provide benefits to both community and campus residents, enhancing the life of both town and institution.

**Recommendation #1:** Identify specific areas in which the Town of Gorham and USM could share access or jointly develop facilities to enrich both the campus and town.

**Major Action:** Initiate a plan to develop recreational programs, facilities and opportunities for Gorham students and members of the surrounding community to participate in extra-curricular activities.

**Must Do:**

- Construct an indoor pool complex as recommended in the Student life portion of this report. Such a facility has huge potential to serve as an effective vehicle for increased collaborations between the university and the external community.

- Allow town residents to use outdoor recreation facilities and equipment for opportunities such as hiking, cross country ski and biking trails, a disc golf course, sliding and snowboarding. Additionally, outdoor equipment rentals could also be arranged for village residents.

- Consider moving the USM Bookstore to an area easily accessible by both members of the campus community and the village residents. It would expand the market base for the bookstore and spur greater informal interaction between communities.

**Recommendation #2:** Increase greater awareness of the events and opportunities on campus and in the village for both Gorham residents and USM students.

**Major Action:** Create an online and print inventory of activities and publicize opportunities for community and campus members to attend and participate. Ideally, such a publication could be easily accessed online as well as strategically placed around the village. Particularly noted in
such a publication should be all of the public lectures, athletic and arts opportunities, and the many student life events that are open to community members.

**Must Do:**

- Where possible have free access or a reduced rate for Gorham residents to attend concerts, theater performances, and movies (which can be shown in the renovated 10 Bailey Hall).

- Working with the Gorham Town Council, create a bus stop to drop off and pick up students while going through the village. In this manner students would be more likely to use the village as a place to congregate, eat, and shop. Bus ridership could be made on a space available basis for Gorham residents.

- Have Husky items placed in local stores. This would help in building identity and supporting both local merchants and the school.

**Recommendation #3: Develop shared events and programs between the Town and campus.**

*Major Action:* Hold joint event(s) or a festival with the Town of Gorham. Additionally, hold some university events off campus in the village center. Activities such as film series (in 10 Bailey Hall), concerts, and some performances could be held in a number of campus spaces.

**Must Do:**

- Develop internships, job shadowing, field experiences and other experiential learning opportunities for USM students with local businesses, schools and organizations (such as athletic organizations).

- Increase opportunities for area high school students to take college level courses, and engage in pre-college events and summer programming. This will require a more comprehensive and intentional approach to our summer activities and residential experiences.

- Offer more courses (e.g., senior college, OLLI), volunteer, or work opportunities for the growing retired population in Gorham.

- Where possible, integrate faculty expertise with the community through updated lists of faculty consulting, workshops, and lectures.
**Major Action:** Intentionally invite the community to embrace the campus and explore ideas to support the transformation of Gorham to a “college town”.

**Must Do:**

- Engage in collaborative strategic planning with town officials, which includes a philosophy for shared use of USM/Gorham facilities and as a priority in strategic planning.

- Inventory, inform and celebrate all current Gorham/USM partnerships and collaborations utilizing a variety of marketing tools to inform constituencies.

- Make use of signage and banners to mutually promote the Town of Gorham and the Gorham campus.

- Provide information to students on services and shopping in Gorham.

**Campus Leadership**

*Recommendation # 1: Establish a senior leadership position to provide direction, cohesiveness and intentionality of action for the Gorham Campus.*

To achieve our goals of a distinctive learning environment and an integrated first-year experience for all students, the Gorham campus must become a more vibrant scholarly and social community of faculty, staff and students. To achieve that goal requires commitment, work and conversations among many individuals. However, these conversations need to be shaped and facilitated by someone who can advocate consistently, effectively, and passionately for the benefits of realizing such a vision. This individual must be able to work directly with academic Deans, the Provost, and President as well as other senior members of the university leadership team, to cultivate a positive environment that stimulates interaction and respect between students, faculty, administration and the community.

**Must Do:**

- Identify a senior leadership position as critical to foster the growth and to champion the Gorham campus.

- Delegate *clear authority* to this senior campus administrator.

- This position also demands the human, fiscal and capital resources that are required if we are to be successful in bringing a clearly articulated, focused sense of direction, cohesiveness and intentionality to the Gorham campus.
Appendix I
Gorham Task Force – Master Ideas List

Appendix I contains the “master ideas list” of 122 thoughts on how to enhance the Gorham campus experience gathered through focus group meetings with residential students on the Gorham campus, results of an internet-based survey sent to students, faculty-led classroom conversations and discussions Student Government representatives and staff from the Offices of Student Success, Student Services, and Residence Life.

1. Accessibility--ADA--in all halls
2. Activity board in front of Bailey Hall
3. Activity Boards in all buildings - "What's Happening?"
4. Advisor get-togethers (lunch, coffee) with their students
5. Bailey Hall - paint first floor with modern colors
6. Bailey Hall classrooms-Modernize (white boards, floor, desks, paint)
7. Broadcast events on GTV: Musical performances, plays, guest speakers, sporting events (generate interest, strategically broadcast so as to not impede on ticket sells)
8. Bus, add one round trip in morning and evening during breaks
9. Bus, modify schedule to accommodate summer coverage and more extensive weekend coverage
10. Buses from Portland Campus on Sunday afternoon/evening
11. Buses to Portland Downtown, Mall, Wal-Mart on weekends
12. Campus maps, update, at each entrance.
13. Campus pub (multiple lists)
14. Campus recreation trail
15. Classrooms, offices, and gathering spaces--address faculty needs
16. Clubs and Organizations having a presence (web, post info, activity boards)
17. Coffee and Discussions on topics monthly
19. Coffee House and coffee house functions to showcase talent (multiple lists)
20. Community Service office on Gorham Campus
21. Community service opportunities on Gorham
22. Commuter lounge/social space in Bailey Hall (multiple lists)
23. Computer gaming rooms
24. Courses, add 100-level, entry courses on Gorham campus (multiple lists)
25. Dining hall, extend hours into the evening
26. Dorm competition - President's Cup - semester long events
27. Events around the dorms (BBQs, Support for athletics, Theater, Open-Microphone)
28. Events happening on weekends for first full month
29. Events on campus Friday-Sunday
30. Explore and possibly acquire MAP works technology for better identifying students in need
31. Faculty and Staff participate in First Friday events on-campus
32. Faculty in Residence Apartment, add in Upton Hastings to support the Living Learning Communities
33. Faculty/Student/Administrators discussions in the dining rooms (multiple lists)
34. Fall Weekend/Spring Fling
35. Faculty/Staff outside of office and classroom - 1 lunch a week in the dining room etc.
36. First Friday, "Snow Day," "Mountain Day" -- some type of tradition
37. Fitness center, update and expand-- include more group exercise rooms (multiple lists)
38. Fix the heat in Bailey Hall
39. Food, add options in the summer (e.g., cafe in Bailey could be open at least in the evenings around the times classes are held)
40. Food, Grab and go section for breakfast food/lunch food in the dining halls
41. Frisbee golf course on campus (multiple lists)
42. Functional front desks--add more--that are staffed during the day by full time staff and students to provide more services to students
43. Game room where pool, ping pong, foosball and arcade games can be left permanently set up
44. Gorham Centric Events – Spring Fling, Homecoming, Fall Fest, Pep Rallies
45. Have lights on in Buildings during the day (so it does not look closed)
46. Indoor climbing wall
47. Indoor swimming pool (multiple lists)
48. Internship relationships--add--with the Gorham community
49. Intramurals encouraged among dorm floors
50. Late Night at Bailey……that is up to Portland Late Night
51. Learning Commons, integrate into the courses taken by entry level students to familiarize them with the services
52. Library/learning commons, extend hours (multiple lists)
53. Living Learning Community Program, solidify so that it is a more cohesive concept
54. Lounge upgrades in all halls (multiple lists)
55. Make Upton Hastings a more accessible-ADA-residence hall
56. Math tutors on the Gorham campus
57. Midnight Madness
58. Moms, add area for those who need to express milk
59. Movies--discounted--for both Gorham Residents and USM employees their families and students and families
60. Multi-media study spaces in the residence halls.
61. Offer a meal plan choice that covers meals during the breaks
62. Open space - "Quad" - commons (multiple lists)
63. Open Space - Gazebo outside Bailey hall by the lawns to study and gather in
64. Outdoor classroom/performance space between Russell Hall and Upton-Hastings (mini amphitheater)
65. Outdoor ice skating rink and fire pit
66. Outdoor Recreation Club
67. Parking, increase (multiple lists)
68. Picnic tables outdoors
69. Post business hours for all student services
70. Presidential and Faculty Dining Rooms--add entrance to avoid café line
71. Promote the services and opportunities (rec department trips and adult events) in the Town of Gorham
72. Provide classes at more frequent times, many classes are at the same time T/TR
73. Public art in and outside
74. Recreation (Intramural tournaments) on Saturday
75. Recreational equipment sign out (bikes, sleeping bags, volleyballs, etc.) (multiple lists)
76. Reduce costs to residence students (increased summer revenue, decreased contributions to the division, reduced costs, etc.)
77. Renovate the Towers
78. Scavenger hunt for campus buildings/amenities during orientation to foster exploration
79. School Spirit around Athletic events
80. Signage--improve--for buildings, fields and departments
81. Smart Classrooms (add 5) in the Residence Halls to support Living Learning Communities
82. Social and study space in all halls (multiple lists)
83. Student Center - renovate Brooks (multiple lists)
84. Student Center--need a new one (multiple lists)
85. Study room, 24-hour access
86. Summer school students (address conflict) living in Gorham but having to take classes in Portland--no transportation between the two campuses…possible
solutions includes moving some classes to Gorham, using polycom or creating a shuttle bus program

87. Supportive house--create--for students with special needs in suites with student mentors and supports
88. Tennis court, sand volleyball court, and ½ basketball court
89. Upton Hastings--Renovate--so that it no longer has built-in furniture in bedrooms
90. Vendors in Bailey Hall
91. Wireless--extend to entire campus including outside (multiple lists)
92. Zip Car program—feasibility
93. Events on campus Friday-Sunday
94. Buses to Portland (downtown) Saturday/Sunday
95. Buses from Portland Campus on Sunday afternoon/evening
96. Sitting areas outside on-campus - common green
97. "Check-out" outside activities at the front desks of dorms (ladder golf, Frisbees)
98. Fall Weekend/Spring Fling
99. School Spirit around Athletic events
100. Grab and go section for breakfast food/lunch food in the dining halls
101. Community Service office on Gorham Campus
102. Outdoor Recreation Club
103. Recreation (Intramural tournaments) on Saturday
104. Events happening on weekends for first full month
105. Midnight Madness
106. Late Night at Bailey……that is up to Portland Late Night
107. Coffee House
108. Student Center that felt Student-Centered
109. Provide classes at more frequent times, many classes are at the same time T/TR
110. Faulty/Staff outside of office and classroom - 1 lunch a week in the dining room etc.
111. Faculty and Staff participate in First Friday events on-campus
112. Have lights on in Buildings during the day
113. 24 hour study room
114. Coffee and Discussions on topics one morning a month
115. Math tutors on the Gorham campus
116. 100 level courses offered on Gorham campus (without prereq's)
117. Advisor get-togethers with students
118. Lounges
119. Outside common areas
120. Coffee Houses
121. Available outdoor activity equipment to use around campus
122. Revamp Brooks Center
Appendix II
Gorham Task Force – List of High Impact/Low-Cost Actions

Appendix II is a list of those actions most frequently identified from the Master List as having the greatest potential for high impact coupled with modest implementation costs. These activities have been grouped around the key themes that emerged as critical to the improvement of the living and learning environment on the Gorham campus; enhancing the academic experience, creating a faculty intensive environment, making the Gorham campus a place to live, learn and play; and enhancing community connections with the Town of Gorham.

Academics
1. Actively recruit commuter students into learning communities.
2. Appoint a faculty member as the Coordinator or Director of First Year Student Academic Experience based on the Gorham campus.
3. Create a 24-hour computer lab on the Gorham campus with access for all students.
4. Expand the amount and the quality of physical locations/spaces for study.
5. Establish a program of faculty/student departmental Q &A luncheons, to be held at the Brooks Center.

Athletics
1. Upgrade the Costello classrooms.
2. Increase the number of athletic events, such as Midnight Madness.
3. Improve the quality of the equipment available to students.
4. Offer free skating from time to time in the ice arena.

Dining
1. Add real food choices at the Bailey Hall snack bar.
2. Establish a Coffee shop with open microphone nights for social and community building.
3. Extend the hours of the C-store over breaks.
4. Lower prices to make dining choices more affordable.
5. Provide more organic and more vegan options.

Facilities
1. Insure accessibility for all faculty and staff such as providing handicapped accessible water coolers in Bailey Hall.
2. Enhance the visual look of the campus by increasing the amount of public art inside and outside the buildings.
3. Replace the water fountains across the campus.

*Library/Learning Commons
1. Extend hours of the library/learning commons with access to computer labs.
2. Integrate library services into the courses taken by entry level students to familiarize them with the services of the library/learning commons.
3. Make some sections of the library/learning commons for quiet study.
4. Increase the number of math tutors on the Gorham campus.
5. Provide more computers in the library/learning commons.
6. Improve the environment of the library/learning commons with plants.

*Parking*
1. Have police officers be friendlier when discussing tickets with students.
2. Increase parking for students.
3. Reduce the number of meters and convert metered spaces to student spaces.
4. Reduce the numbers of tickets.

*Policies*
1. Fewer policies.
2. Let kids be kids on campus.
3. Policies, administration, community standards, USM and Gorham PD “over-enforce” and harshly punish students.

Public Safety/Transportation
1. Modify the bus schedule to accommodate summer coverage and more extensive weekend coverage particularly to shopping areas such as Target and Walmart.

*Recreation/Activities*
1. Establish a mountain bike/cross country ski/snow shoe course around the perimeter of the campus.
2. Provide car bike racks that could be checked out to go to other local locations.
3. Create a disk/Frisbee golf course on campus.
4. Encourage competition among residence hall floors - increase options.
5. Enhance sliding hill near Corthell Hall for snowboards.
6. Increase the number of club sports and intramural events for students on the Gorham campus.
7. Intramurals, add options for activities on week-end, particularly Saturday.
8. Begin an Outdoor Film and Projection Series where student projects/Films/old cartoons…etc. could be projected on the side of campus building as part of expanded social events for students.
9. Start ultimate Frisbee team/disc golf team (club team to compete with other colleges).

Residential Life
1. Address community behavior around hygiene in the residence halls.
2. Create a computer gaming lounge in a centralized location with screens, consoles and games available.
3. Provide Computer gaming rooms in the residence halls.
4. Establish an equipment sign-out (bikes, sleeping bags, volleyballs, etc.) for students to take advantage of outdoor recreation.
5. Expand the number of floor meetings in the residence halls and include more social activities as part of those meetings.
6. Create game rooms where pool, ping pong, foosball and arcade games can be installed permanently.
7. Increase the interaction between living learning communities across the campus.
8. Add a variety of outdoor venues including tennis courts, sand volleyball courts, and outdoor basketball courts.
9. Make Upton Hastings a more accessible (ADA) residence hall.

**Student and University Life**

1. Explore and possibly acquire Map-works technology for better identifying students at risk academically.
2. Flush news, post in all academic buildings in Gorham.
3. Move Base of BSO to Gorham including advising responsibility and house student offices in Brooks
4. Student Center - renovate Brooks Center.

**Miscellaneous**

1. Huskie Logo, use it more as a source of campus identity.
2. Post office/business hours for all student services across the campus.