Trustee Charles Johnson, Chair, convened the meeting and welcomed everyone.

**Citizen Comment.** Citizen Comment is a time regularly set aside for comments from the public. The following people spoke during the citizen comment period:

- Bill MacDonald
- Brian Beal
- Bradley Dean
- Arthur Hill
- Michael Grillo
- Jim McClymer
- Lisa Feldman
- Loraine Lowell
- Kathleen March
- Cassey Harris
- Mark Gray
- Mary Ellen Semareski
- Ann Blanke
- Sara Vanderwood
- Nicole Brown
- Candy Gurette
- Donald Anspach
- Sue Estler
- Ron Mosley

**Acceptance of Minutes.** On a motion by Trustee William Johnson, which was seconded by Trustee McDowell, the minutes from the July 12, 2004 Committee meetings and Board of Trustees meeting, were unanimously approved as presented.

**Chair’s Agenda and Report.**

On a motion by Trustee Dowe, which was seconded by Trustee Weston, the Board approved the following resolution:
Resolution for Trustee Matthew C. Rodrigue

WHEREAS, Matthew C. Rodrigue a student of the University of Maine has served two years as a member of the University of Maine System Board of Trustees; and

WHEREAS, during his years on the Board Mr. Rodrigue has played a leadership role in matters pertaining to human resources, labor relations, and student affairs; and

WHEREAS, during his service on the Board Mr. Rodrigue has served with great distinction as a member of the Trustees’ Strategic Planning Steering Committee; and

WHEREAS, during 2003 and 2004, the Strategic Planning Committee undertook the most comprehensive long-term vision/restructuring process since the University System was created in 1968; and

WHEREAS, during Mr. Rodrigue’s tenure on the Board, the University of Maine System has experienced record student enrollments, increased public and private investment, and new levels of entrepreneurship, public service, and outreach; and

WHEREAS, Mr. Rodrigue’s expertise and perspective have added greatly to the quality, vision, and future direction of the University of Maine System; and

WHEREAS, Mr. Rodrigue completes his term on the Board of Trustees on October 3, 2004; therefore

BE it known to all that we, his fellow Trustees of the University of Maine System, hereby express our heartfelt gratitude to Matthew C. Rodrigue for his selfless contribution of time, energy, and knowledge, all of which have made possible high quality, accessible, and affordable university programs and services to the State of Maine and its residents.

Approved on the 20th of September, 2004, by a grateful Board of Trustees of the University of Maine System, acting as public stewards of Maine’s public universities and their 34,000 students, 5,100 employees, and more than 110,000 living alumni.

Trustee Johnson thanked whose that spoke during the citizen comment period and commented that the Board appreciates the public comments which helps the Board formulate their views. He also expressed his appreciation to UMaine for hosting the Board of Trustees meetings and organizing the facilities tours. He commented that it was very impressive to meet the faculty, staff and students who are driving vital programs forward.

Trustee Johnson continued his remarks by stating:

“The two items on today’s agenda that have the greatest public interest are the UMS Strategic Plan and the Biennium Budget Request. The Strategic Plan deals with a vision we have for the University System’s future and the Biennium Budget Request deals with the level of State investment we need in order to bring that vision forward. Our ability to move forward is highly dependent on State Government’s recognition of the value and importance
of a high quality focus, affordable, and accessible University System. The resources that the Board will ask the State to provide are essential to maintaining and sustaining this University System, so too is the adoption of the Strategic Plan. It recognizes that change is necessary and that maintaining the status quo is not the answer; change must come. Today’s vote on the Plan will begin the process of reengineering our University System to ensure its value and vitality for the years ahead. It is important to note that the Plan we will consider this afternoon is a result of more than a year’s worth of work in an open and inclusive process.”

“The Trustees, Chancellor, and Vice Chancellor sought input from diverse stakeholders from all over the State. The process started last fall and lead to release in March of a Draft Strategic Plan. Following release of that Plan, we spent five months listening to faculty, staff, students, and interested citizens as they told us their thoughts and recommendations for ways it could be improved. The Trustees and the Chancellor conducted over 120 hours of campus based meetings and public forums to collect those opinions. We received hundreds of pages of feedback through email and other forms of correspondence. The Chancellor and others worked with faculty leaders to hold a two-day summit in which faculty reviewed the Plan’s key strategies and offered suggested revisions to them. We appreciate those recommendations.”

“Those who have read the revised Plan know that we incorporated many of the suggestions in the final version. The Strategic Plan is better because of that input. If the Board approves the revised Strategic Plan today, we will start the second phase of this initiative, the development of an implementation process. The Presidents of our universities will work with the faculty, staff, students, and other interested parties to determine the most effective ways to realize the Plan’s goals and strategies. It will require much time and energy but it will be time and energy well spent. It puts the power in the hands of those most affected by the Plan. Collectively they are the key to the Plan’s overall success. In the end, the Plan will accomplish many goals. It will improve the quality of our universities and the focus of their respective missions. It will improve the System’s cost effectiveness by reduce unnecessary duplication of administrative functions. It will expand educational opportunities for Mainers through campus-based and distance education programs and services and through educational partnerships with other providers of higher education services. It will create and expand partnerships and relationships with our school systems and businesses, with not-for-profit entities, and with State agencies to share resources and expertise. It will build coalitions; promote the value, quality, accessibility; and affordability of higher education and it will create new standards of accountability under which we will evaluate and be evaluated according to our ability to be clear and concrete about expectations. These goals represent the core of this Plan and its benefits to our State and its people. They reflect this Board’s commitment to giving all of our constituencies the best value, opportunities, and service possible. I would again like to thank everyone for the help they have provided especially the Presidents, the faculty and student representatives to the Board, and the entire staff at the System Office. I personally look forward to this process moving forward.”

**Chancellor’s Agenda and Reports.** Chancellor Westphal’s remarks are as follows:

“We have to remember that the University of Maine System is not only to serve the current generation but future generations as well. We all have the same goal to improve the quality of higher education in Maine. He thanked everyone who spoke during the public commit
period and he will remain committed to working with everyone to improve higher education. The UMS has come a long way since it was formed in 1968 but today we have more students in our System then we have ever before. During the past 40 years the UMS has endured criticisms as well as praise and that will not change in the future. We continue to reach out to the Community College System to work in partnership for the future of the State. We are also working with the Commissioner of Education, legislators, educators, and citizens to talk about how to develop a seamless education system with the K-16 system. Our faculty and staff work tirelessly behind the scenes and never been so committed and devoted to our students. I resent people saying that there are those that focus on research and development and those who are not and attacking each other when ultimately we all support our students and enhancing the quality of life in Maine. There is not a better example of collaboration and mutual support than how the University staff operates on a daily basis.”

“A year ago this Board embarked on a journey to safeguard the last 40 years of effort to build a strong University System. The Board stated that it was imperative to improve quality, to focus, to build partnerships, to create opportunities for our students, and to ensure accountability. At the same time the University of Maine System had to respond and adapt to the changing demographic, educational, and fiscal environment that we live in. The Board, Presidents, the Chancellor heard that message and began to work on the Board of Trustees Strategic Planning Steering Committee and lead an effort by the UMS to meet the needs and demands of future generations of people in Maine. Today the Board is about to vote on that Plan. It is a vision about the future and no matter what version of the Plan is put on the table and no matter how many people crafted it and no matter how inclusive or exclusive it was there would be strong disagreement because we have a different set of visions for the future. This Plan is based on the premise that the needs of our students today and in the future should not be compromised by inactivity, by lack of foresight, by political considerations, by fear of the unknown, and most importantly by a lack of confidence in our faculty and staff and their capability of meeting the challenges of the future. For this Board not to act is a statement that we don’t have faith and support in our own people to carry the day forward.”

“The Presidents have acted strongly in support while working inclusively, prudently, and using collaborative approaches. We are all grateful to the Presidents for the work that they have done and continue to do daily to improve their academic institutions. They are an outstanding group of academic leaders.”

“We must leverage the resources in this State in order to succeed and we have to work together to make the Strategic Plan as success. In the Plan there are objectives that include providing more resources to our faculty, providing a better resources and educational opportunities to our students, improving our infrastructure, and moving our universities to the 21st century in an aggressive and competitive manner.”

“There are many critics of the Plan and they have spoken with passion and about individual pieces of the Plan and broadly about the Plan as a whole. We thank them for their passion and input which has helped and will help in the future to continue to shape this Plan. We look forward to their participation in moving forward to implement the Plan and accomplish the goals that are important for higher education.”
The Chancellor concluded his remarks by stating the following to the Board of Trustees:

“As Maine watches what we do today, know that there is great support for what you are charged to do. Over and over we have heard from top political, education, business, and community leaders that the Board of Trustees was created to think and act independently and it is your responsibility to develop and promote a strong vision for higher education in Maine. Every major newspaper in Maine has endorsed these actions that the Board is about to take today. The Governor and many other political leaders have acknowledged our Board’s work as positive, important, and necessary. I remain excited about this work and all the more committed to meeting the challenges ahead. This is due in large part to the respect and admiration that I have gained in the Board. The Board has remained committed to this enterprise. The Board has never wavered from their responsibilities and complexities that they bring to bear. The Board has not shrunk from controversy and they have been sensitive to people and strong on core values. The Board has suffered criticism, threats, personal attacks, and praise and support. They have worked to meet the needs of all of Maine from the north, south, east, and west; first generation and non-traditional students; those seeking associate, bachelor, master and doctoral degrees; and through it all the Board has kept in front of them devotion to education, commitment to Maine, support of employees and students, and independence of thought. Remember you, the Board, have great respect and support in Maine for the great difficulty of your task and I join in this and tell you I am honored to have the opportunity to serve this Board.”

Committee Reports/Action.

Finance/Facilities Committee – Trustee McCrum, Chair, reported that the Committee agreed to forward to the full Board for approval four action items which included the FY2004 Annual Report on Gifts and Fund Raising, Biennium Request for 2006/2007, Property Transfer – UMFK, and UM Intent to Undertake a Major Fundraising Campaign. The Committee also reviewed several facilities information items which were Energy Awareness, System Office Move to Downtown Bangor, Preliminary Study for New Residence Hall – USM Gorham, Update on the UMS Five-Year Capital Plan, Residence Hall Sprinkler Installation Update, and the Construction Status Report.

Human Resources and Labor Relations Committee – Trustee Weston, Chair, reported that the Committee agreed to forward to the full Board for approval two appointments for Trustee approval: John Mahon, Interim Vice President for Academic Affairs and Provost at UM and Charles Slaven, Dean, Honors College at UM.

Consent Agenda. On a motion by Trustee Skinner, which was seconded by Trustee William Johnson, the following recommendations were unanimously approved by the Board:

FY2004 Annual Report on Gifts and Fund Raising. That the Board of Trustees accepted with gratitude all gifts, donations and bequests received during the Fiscal Year 2004.

Biennium Request for 2006/2007. That the Board of Trustees approved the FY2006/2007 Biennium Request.
Property Transfer – UMFK. That the Board of Trustees authorized the transfer of approximately 0.3 acres of land to the Town of Fort Kent as a contribution in lieu of taxes for the purpose of allowing the Town to connect two streets and a water line.

UM Intent to Undertake a Major Fund Raising Campaign. That the Board of Trustees authorized a 10.2 million major fund raising campaign to expand, renovate, and meet ADA, health and safety requirements for the Maine Center for the Arts and Hudson Museum at the University of Maine.

Appointments for Trustee Approval. That the Board of Trustees approved the appointments to positions at or above the level of Dean or equivalent as recommended by the Chancellor, as follows:

John Mahon, Interim Vice President for Academic Affairs and Provost, UM
Charles Slavin, Dean, Honors College, UM

University of Maine System Strategic Plan Vote. Trustee Mullen submitted the following report from the Strategic Planning Task Force.

“Since its inception in 1968, the University of Maine System has done an outstanding job at its primary mission of providing accessible, affordable, quality education for the people of Maine. Every year in May when I go to one of our campuses for Commencement and sit on the stage as the students come forward to access their degrees. I watch the smiles on their faces and listen to the cheers from family and friends and I am always warmly reminded that this is what it is really all about. In recent years, we as a Board, have found it increasingly difficult to sustain quality and meet ever changing educational demands in the face of rapidly escalating operating cost and flat, at best, State Appropriations support. At the same time, we have seen the Maine Technical College System convert to the Maine Community College System which has enormous implications for us. I say the implications are enormous because for the past 20 years or so the University of Maine System has been the defacto community college of Maine and as such access has been as much of our purpose as have been the other parts of our mission.”

“Now the bulk of the responsibility for access will flow to the Community College System. So for the past several years in the face of existing financial difficulty and a very uncertain and undependable financial future and with our responsibility for access changing this Board has been asking itself some very basic questions. What should higher education in Maine look like? What should our role in that be? What do we need to change to fit that? How do we ensure clarity in our purpose and how do we ensure the resources to support that? To answer those questions and set our course for the future, we have for the past year been involved in developing the Strategic Plan that is before us today. This is an extensive document that has benefited enormously by the feedback provided by our various constituencies over the past six months. As a practical matter, this Plan does not solve all of our problems and by design is not intended to answer all questions or go into detail. This instead is a conceptual framework from which we will set our priorities for years to come and from which we will, with a great deal of input, develop an implementation plan that will attend to details and answer basic questions.”
“Over the past six months we have reengineered this Plan many times in response to the feedback we have received and as a result it is a better Plan. There remain some on going criticisms some of which I feel compelled to address today. First we have had a steady criticism from some of our faculty members about the process. I need to remind everyone, as I was reminded this morning at breakfast from one of our student representatives from the University of Maine - Sarah Knight, that a year ago when we started on this we said at the outset that we would seek input, develop a plan, seek feedback, and then revise the Plan but it would be the Board’s Plan for it is the Board’s responsibility to do so. Some of the same critics harp repeatedly that the Plan is hopelessly flawed. Yet at the Faculty Summit in late July seven of the original eight strategic directions where endorsed by the faculty and many of their suggested modifications were included in the final version. Finally on this point, some faculty members will not let go of the notion of shared governance at the System level as their version of a panacea of this hopelessly flawed plan. They are quick however to include in their discussions that fewer than 2% of the public institutions in this country have faculty members on their Boards of Trustees and for good reason. We have always had shared governance at the campus level where faculty members play a very important role in academic programming and governance of our campuses. That is where it will appropriately stay.”

“Second we have had a number of critics complain that the real place to save money would be in the Chancellor’s Office and in System-wide Services. We need to take some responsibility for doing a poor job of educated those critics. The System Office provides only those services that are best done on a centralized basis. This includes all of our computer systems and computer operations, audit, human resources, collective bargaining, legal, finance and accounting, legislative relations, facilities management, investment management, etc. As a matter of fact, as we delve into this we found that if all of these functions were split up and sent back to the campuses it would actually cost us $7 million more than it does to provide them on a centralized basis as we presently do.”

“Finally the remaining major criticism has to do with the proposed merger of the University of Southern Maine and the University of Maine at Augusta. The University of Maine at Augusta has always truly been the community college of Maine and the faculty, staff, and administration there have done a wonderful job in this capacity. Even today almost two-thirds of that enterprise is devoted to associate degree and non-degree programs which we have already mentioned will now be in the purview of the Maine Community College System. For us to focus on bachelors and graduate degree programs in the central Maine area, we need to leverage the financial and academic resources of the University of Southern Maine. Just as one way of illustrating the benefits of that leveraging, consider that 86% of the tenured faculty at USM have doctoral or professional degrees and UMA that number it is approximately 37%. Becoming students at USM that institution’s Carnegie classification will benefit those seeking to go further. To paraphrase President Lyons and yesterday’s Maine Sunday Telegram we would never have the resources to fulfill the bachelors and graduate degree programming in Central Maine without combining with the University of Southern Maine.”

“Implementation of this Plan along with a process and System to monitoring progress or lack there of is, in my view, even more important than the basic Plan itself. The implementation process will necessarily be lengthy and complex and will necessitate the involvement of a
to the many people. To be done right it has to, for we can no longer afford to put together yet another plan that will sit on the shelf somewhere in years to come. We look forward to getting started on that implementation process.”

“I finally need to make a comment about leadership and responsibility. After our draft Plan was released in our first public hearing in Machias a couple of attendees were overheard to say ‘we could save a lot of money just by doing away with the Trustees’ jobs. This may come as a shock to some of you, but we do not get paid for being Trustees. As a matter of fact, it costs us a great deal of money to serve on this Board. We spend enormous amounts of time traveling, in meetings, and deal face to face to enumerable university constituents. We give up time that would otherwise go to our families or to our real jobs, but by the same token we have none of the vested interest that our constituents do. Our only vested interest is in doing what we think is best for the entire people of Maine. Cities and towns where our campuses and centers are located have vested interests. Faculty members have vested interests. Students have vested interests. Legislators have vested interests. Alumni have vested interests. When you have these sorts of vested interests are you going to realistically be more interested in protecting the status quo or being a catalyst for necessary change?”

“By definition the responsibility for leadership of higher education falls upon the Board of Trustees and the Chancellor. Similarly by definition the responsibility to lead can not be constrained by the comfort of preserving the status quo. We can not ignore the onerous financial realities of the day and the almost freighting financial probabilities of the future. We can not knuckle under to vested interest born threats of certain disgruntled faculty members or legislators. We as a Board have the responsibility to be the catalyst for appropriate change. The future of our citizenry and indeed of our State is dependent upon us taking that responsibility very seriously. I am pleased to present this Plan today for consideration and thank everyone here who has worked so tirelessly to bring us to this point.”

Trustee Johnson asked for a motion to approve the UMS Strategic Plan. The motion was made by Trustee McDowell and seconded by Trustee Mitchell. Before taking the vote, Trustee Johnson asked if there was any discussion. The following Trustees provided comments.

Trustee Flahive stated to the people that spoke during the citizen input time that she heard their comments and appreciated the fact that they expressed their concerns from their prospective it was not an inclusive plan. She commented that as a new Board member she also shares some of those concerns but will vote in support of the many modifications to the UMS Strategic Plan that were made as a result of their feedback and, if the Plan is approved, will look forward to an inclusive implementation phase that actively engages the broad constituencies of the University of Maine System.

Trustee Wishcamper thanked the people that spoke against the Plan who stayed to hear the comments of the Board. He was very disappointed that many of the critics who spoke so vociferously have left the room. In that regard, he felt unheard. He also made a few comments in terms of how he views the situation. He joined the Board 2½ years ago feeling that our universities needed to improve and since arriving here the challenge is even greater due to this chronic lack of financial resources which we face. He believes that we must change. In retrospect he believes the process had some significant short comings in
formulating this Plan. He recognized that the faculty feels disenfranchised and we as a Board are in a tough position because he likes most of the Plan and wished the process had been more satisfactory to those who found it unsatisfactory and is not sure how to deal with that issue except on a go forward basis. He believes that many opponents has Trustee Mullen stated either have a vested interest or do not understand the financial exigencies that we face. He wants to preserve the biggest strength of our System which is that we work together in pursuit of a common purpose and he wants to preserve respect and civility which is critical to any academic community. He feels the damage has been done and that we and many of our critics bear some responsibility for that damage. He sees the Plan as a living document, like the Constitution of the United States, a document that can develop and evolve into some thing of great value. This document begins with more that is good than is bad and more that is not controversial than is controversial. So he urged the Chancellor to design the next phase of the process to provide for a meaningful franchise for the faculty and he would urge the faculty to take no action to further undermine that possibility or to polarize people of good will. With these words of advice to all concerned, he stated that he will vote in favor of the Plan.

Trustee Murphy stated, as a new Board member, she like Trustee Wishcamper was disappointed that many of the faculty and students that spoke did not stay for the remainder of the meeting to hear the remarks from Trustees Johnson and Mullen and the Chancellor. It has been an incredibly difficult process for everyone. She felt, when she first came to the Board, that everyone just sat there and really didn’t say much about the Plan. For her it has been a tremendous learning opportunity and what she has learned is that people talk a great deal and just as the faculty and students have so has the Board to clarify positions, ask questions, find solutions and answers to a very complex process. But just as in any family where there are squabbles, we have to move forward. She felt this process in many ways was not inclusive enough based on all of her campus visits. She does believe and trust the Chancellor, Vice Chancellor and all of the individuals at the campuses have worked incredibly hard to move forward in a very different fashion. She stated she has great respect for the students, faculty, staff, administrators, the Chancellor, this Board, and for all of you who took time from our lives to be present it has been a difficult process. She supports the future of our academic institutions and believes in all of the work that has been done as difficult and imperfect as it is. She feels it is our best hope for the future and the future of Maine citizens. She thanked everyone for their work and comments to incorporate the many alterative solutions to some of these issues. She believes that the Chancellor and Vice Chancellor, as we move forward with the implementation process, will take into account how we can adjust with some of the members from the central Maine region as well as from the more rural campuses so we can move forward in a very cohesive fashion.

Trustee Weston stated she appreciates all of the comments, particularly those folks that spoke today and she has a great deal of respect for the passion and commitment from the members of the faculty, communities, and students that expressed the fact that they care deeply about the institutions that they are part of and their future. She was a member of the Strategic Planning Task Force from the beginning and is not sure that a perfect process could have been designed to include and satisfy everyone. She feels that a great deal of thought when into how to include input from all of the stakeholders and it was intentionally designed that after the Draft Plan was released input would be obtained and modifications would be made. At this point in time there is real purpose in not having detail in the Plan. The Trustees
would provide direction, they had a responsibility to provide direction, to be responsive to the future needs of the State and the future challenges that face us, and to represent the interests of the public and citizens of this State, and look out for the best interests of higher education. These principles are reflected in the Plan but we also recognize that we don’t have the knowledge and experience at the front lines of running these universities which is why the involvement and inclusion of the stakeholders are needed. We are moving forward and hope that people recognize that at this point in time there are not foundations of concrete. We want ideas, engagement, and involvement working with us as we go forward and we feel we have set a really strong direction in the Strategic Plan that had unanimous approval from the Strategic Planning Committee to recommend to the Board for approval. She fully supports that recommendation and wants the stakeholders involvement going forward and wishes that this can be a very inclusive process to accomplish and to provide that vision for the State.

Commissioner Gendron also addressed some of the comments stated today because there have been concerns about the fiscal impact of the Plan and if it will save money. She stated that we all have to be focusing on the structural gap that does in fact exist within our State as we look to be able to address all of the needs of the citizens of Maine. It also has been very loud and clear, as we look at tax payer movements, to say we need to do things differently. Our demographics in the State of Maine are also telling us that we have to be forward thinking. As the Governor has been trying to establish a plan to be forward thinking, the Board of Trustees have also engaged in a process to be forward thinking to embrace all of the conversations yesterday, today, and others this has been a process by which they understood a charge to provide that leadership. There is a definite commitment to involve folks in the implementation conversations. It is going to evolve and with any strategic directions, annually this Board will have in-depth conversations about what has been accomplished and where do we need to modify. We need to embrace a clear vision for the State of Maine because if we don’t then we will be reacting even further to the structural gap in the budget with the State. Currently the structural gap is approximately $800 million. Therefore, we have to think about how the State government can continue to support the University System. We must think differently, with a vision for enhancing and sustaining our University System so we can truly achieve the goals we need for all of the young people in Maine. Change is never easy but hope that everyone will partner with the Board of Trustees and the Department of Education to have a seamless system that supports the educational needs of our communities and our citizens.

Trustee Rodrigue commented that one of things he appreciates the most about this Plan and what has been presented today is the reaction to the public comment period and the Faculty Summit this summer. As he read the Plan and listened to the issues raised today, he can see how the Board, the Chancellor, and System Staff have incorporated the changes that many of the constituents have mentioned. As he visited several campuses during the past several months, he has listened to the reaction from the students which have been mixed. Many students still have deep, deep concerns and their concerns are justified. The ones that have been concerned in many cases are worried because the Plan, by design lacks in detail. There are many cases where there is great fear that tuition will increase while recognizing we are hoping to make more things accessible and more affordable to Maine students. Currently the Community College System has lower tuition than any of our institutions so by partnering with them hopefully we will bring greater opportunities to Maine citizens. As we move
forward the Board and System staff are more prepared than ever to take into account our constituents concerns. When reviewing the changes in the Plan, you can see that we have benefited greatly by listening to those constituents and the attitude among the Board members is one of willingness to work more with those constituents and listen more as we go forward which will be an important part of the healing process. Trustee Rodrigue stated he will vote in favor of the Strategic Plan.

Trustee Johnson asked for the vote on the University of Maine System Strategic Plan. The vote was unanimous to approve the University of Maine System Strategic Plan.

**Information Items.** The following items were included in the agenda for information only:
- Facilities Information Update
- Energy Awareness
- System Office Move to Downtown Bangor
- Preliminary Study for New Residence Hall, USM - Gorham
- Update of the UMS Five-Year Capital Plan
- Residence Hall Sprinkler Installation Update
- Construction Status Report
- Pension and Endowment Fund Annual Report
- Agenda Calendar
- Summary of Current Statistics

**Date of Next Meeting.** The next meeting of the Board of Trustees will be held on November 14-15, 2004, at the University of Southern Maine – Lewiston-Auburn College.

Adjournment.

Ellen Doughty for J. Kelley Wiltbank, Clerk