

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

hosted by the University of Maine at Machias
March 24-25 2019

Board of Trustees Meeting

Present: James Erwin, Chair; Kelly Martin, Vice Chair; Samuel Collins, Lisa Eames, Norman Fournier, Michelle Hood, Gregory Johnson, Pender Makin, Karl Turner, James Donnelly, Trevor Hustus, David MacMahon and Betsey Timm. **Chancellor:** James Page. **Faculty Representatives:** Heather Ball, Timothy Surette, Clyde Mitchell, Lisa Leduc, Leo Trudel, and Matthew Bampton. **Student Representatives:** Samuel Atwood, Teresa Plummer, Evan Zarkadas, Nathan Carlow, Duane Belanger and Abby Roche. **University Presidents:** Glenn Cummings, Joan Ferrini-Mundy, Ray Rice, John Short, Eric Brown, and Rebecca Wyke. **System Staff:** Robert Neely, Dan Demeritt, David Demers, Ellen Doughty, Chip Gavin, Carol Kim, Ryan Low, Tamara Mitchell, Kay Kimball, Tracy Elliott, Robert Placido, Rosa Redonnett, James Thelen, and Mark Schmelz.

Absent: Mark Gardner and Shawn Moody.

Sunday, March 24, 2019

Trustee Erwin, Chair, welcomed everyone and called the Executive Session to order.

EXECUTIVE SESSION

On a motion by Trustee Hustus, which was seconded by Trustee Collins, and approved by all members present, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties.
- 1 MRSA Section 405 6-C to discuss or consider economic development only if premature disclosure of the information would prejudice the competitive or bargaining position of the System.

On a motion by Trustee Hustus, which was seconded by Trustee Fournier, and approved by all members present, the Board of Trustees concluded the Executive Session.

Trustee Erwin, Chair, called the Public meeting to order and welcomed everyone. He introduced new UMS Trustee, Commissioner of Education, Ms. Pender Makin, welcomed her to the Board and thanked her for participating. He thanked UM/UMM President Ferrini-Mundy and UMM Vice President and Head of Campus Andy Egan for hosting the Board of Trustees meeting. He then welcomed UMM Board of Visitors (BOV) Chair, Mr. Judson McBrine to the Board table. Trustee Erwin expressed how much the Board enjoys visiting each campus and expressed gratitude to the BOV members of all campuses for the hard work they put into the BOV portion of the Board of Trustees meetings.

Meeting with the UMM Board of Visitors.

Members of the UMM Boards of Visitors (BOV) met with the Board of Trustees for a discussion of campus BOV strategic goals and concerns. UMM Vice President and Head of Campus, Mr. Andy Egan welcomed everyone and thanked them for attending the meeting. President Ferrini-Munday thanked Mr. Egan and the UMM team for their efforts in putting together the Board meeting. Mr Egan thanked the Trustees and Chancellor for having the Board meeting at UMM. He stated that it has been approximately

2 years since the UM and UMM partnership began and that although there is still work that needs to be done, great strides have been made thus far. UMM BOV Chair, Mr. Judson McBrine, introduced the other members of the UMM BOV and thanked the Board of Trustees for the opportunity to present during the meeting. Mr. McBrine and UMM BOV member Mr. Ron Ramsay provided information on the success of the Early College program at UMM. UMM BOV members Mr. Jacob va de Sande and Ms. Dianne Tilton provided information on the partnership between the Downeast Fisheries Marine Research Laboratory and the UM and UMM campuses. UMM BOV member Mr. Charles Rudelitch provided an overview of the Family Futures Downeast (FFD) program which is a program that allows parents to enroll in college while at the same time enrolling their children in a high quality education program. Ms. Betty Slicer and Ms. Shannon Demerest, young parents and students who are part of the FFD program spoke about how this opportunity has contributed to their success.

Monday, March 25, 2019

Trustee Erwin, Chair, reconvened the meeting and welcomed everyone. He stated that Trustees James Donnelly and Michelle Hood would be participating in the meeting by telephone.

CITIZEN COMMENT

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

- Sherrie Sprangers – Chancellor Search
- Ciara Schoppee – Early College
- Lexi Daggett – Office Hours
- Carol Smith – Early College
- Chelsi Libby – Early College
- Matthew Bampton – Chancellor Search
- Arthur Hill – Campus Security

CHAIR'S REPORT. Trustee James Erwin thanked UM/UMM President Ferrini-Mundy and UMM Vice President and Head of Campus Andy Egan and the UMM staff for hosting the Board of Trustees meeting. He also welcomed UMM BOV Chair, Mr. Judson McBrine to the Board table.

Trustee Erwin introduced new UMS Trustee and State of Maine Commissioner of Education, Ms. Pender Makin. Commissioner Makin explained that the State has been working on the State of Maine Department of Education (DOE) strategic priorities. She explained that the Maine DOE will be focusing on building trust in the educational community, becoming a more service based organization, enhancing transparency and public communications strategies, strengthening the K-12 outreach, improving student support and success. Trustee Erwin stated that he was grateful for Commissioner Makin's participation as a UMS Trustee and pleased that there is alignment between the Maine DOE strategic priorities and the UMS Board of Trustees strategic priorities.

Trustee Erwin congratulated Trustee Kelly Martin for being awarded the Fort Kent 2018 Citizen of the Year. He thanked the Trustees who have completed the Board Self-Assessment and reminded those who have not completed the survey to do so by the end of March.

Chancellor Search Committee

Trustee Sam Collins, Chair of the Chancellor Search Committee provided a brief update on the search process for the next UMS Chancellor. He stated that the Chancellor prospectus was completed in January and that the Committee has been receiving a rich pool of candidate resumes since it was posted. At the

next Chancellor Committee meeting on March 27, 2019 the Committee will narrow down the candidate pool and then set up interviews with finalist candidates in April. Trustee Collins stated that the meeting with the UMS Faculty and Student Representatives to the Board earlier in the day was fruitful with great input in how to form the Chancellor Search Advisory Committee. The Chancellor Search Advisory Committee of about 35 people will be pulled from UMS campus and community constituents. The Advisory Committee once developed, will have an opportunity to meet with the final four Chancellor candidates and provide feedback to the Chancellor Search Committee in the process of final candidate selection. Trustee Collins stated that the hybrid process used for the Chancellor search has proven to be very successful thus far. Trustee Erwin stated that the Chancellor Search Committee is comprised of 4 Trustees, 1 Student Representative, and 1 Faculty Representative, as it is outlined in UMS Board of Trustees Policy. He also agreed that the hybrid search process being used has proven to provide a pool of great candidates and that although there have been some differing views on transparency in using this type of process, it is a decision that had to be made in order to secure the best Chancellor candidate for UMS and the State of Maine.

Trustee Nominating Committee

Trustee Erwin stated the Board Nominating Committee, which is tasked with selecting the Board Chair and Vice Chair for the following year, has been selected. Trustee MacMahon, Trustee Gardner, and Trustee Timm will serve on the Board Nominating Committee. He thanked them all for their participation and thanked Trustee Timm for chairing the Committee. The Committee will report on their decision at the May 19-20, 2019 Board of Trustees meeting.

CHANCELLOR'S REPORT. Chancellor James Page stated that before the Board meeting, he and Commissioner Makin had a conversation about the comparison of the UMS Board of Trustees strategic priorities and the Maine DOE priorities and that there is a great confluence happening between the two documents. To insure Early College and critical initiatives are given top priority, a liaison group has been formed with UMS and the Education Commissioner's office. UMS Vice Chancellor for Academic Affairs, Dr. Robert Neely and Maine DOE Deputy Commissioner, Mr. Dan Chuhta will head the liaison group. The Maine Community College System (MCCS) and the Maine Maritime Academy (MMA) have also been invited to join the group.

UMF Presidential Search

Trustee David MacMahon provided an update on the UMF Presidential Search. The search for the next UMF President is well underway. The UMF Presidential Search Committee has been screening and reviewing a strong pool of candidate applications. The Committee expects to have finalist names to Chancellor Page by mid April, with campus visits to be scheduled for late April.

Budget and Legislative Update

Chancellor Page provided a legislative update to the Board. He stated that the budget that Governor Mills submitted included the desired 3% increase over the biennium that was requested by UMS as well as increases for Early College, Adult Degree Completion and Maine New Ventures. The budget has passed through the Education and Cultural Affairs Committee with an 11-2 vote and has moved forward to appropriations for the rest of the budget process. The full state budget has not yet been finalized and with all of the spending initiatives and the Governor's promise of no new taxes in the biennium, additional adjustments may need to be made. There are over 2000 bills that have been submitted to the legislature and UMS has been keeping track of them, in particular the ones that could have an impact on UMS such as paid family leave, minimum wage, overtime pay exemption threshold, and two other labor relation bills. The next six to eight weeks will be critical and UMS and campus leadership will be at the State house on behalf of the UMS during that time.

VICE CHANCELLOR FOR FINANCE, ADMINISTRATION, AND TREASURER'S REPORT.

Vice Chancellor for Finance and Administration & Treasurer Mr. Ryan Low provided the following financial update. The Managed Investment Pool has a current market value of \$326 million. It gained 4.8% for the month of January, bringing the fiscal year to date return total to negative 2.4%. The Pension Plan has a current market value of \$27 million. It gained 2.9% for the month of January, bringing the fiscal year to date return total to negative 0.7%. The Operating Fund has a current market value of \$341 million. It gained 1.0% for the month of January bringing the fiscal year, resulting in \$2.2 million returned through the end of January. Early results for February are yielding an additional \$1.3 million for net investment income fiscal year to date of positive \$3.5 million, which is nearly 80% of the \$4.4 million that is budgeted in this area.

Mr. Low thanked all of the campuses and Presidents for all of the work that was put into preparing the FY2020 budget. He stated that a full first reading of the FY2020 budget was presented at the March 19, 2019 Finance, Facilities and Technology Committee meeting. The FY2020 Operating & Capital budget along with the recommended Student Charges, and proposed Transfers from Institutional Reserves including Budget Stabilization Funds will be presented for approval at the May 19-20, 2019 Board of Trustees meeting.

The UMS University Services and Governance budgets are currently projecting an operating loss of \$3.2 million, which is an improvement of \$700 thousand since the last forecast and an improvement of \$1.4 million compared to the original budgeted loss of \$4.6 million. This number continues to see a positive trend. Total enrollment was below budget at all campuses but non-resident credit hours exceeded budget by more than 5000 credit hours which is an increase of 3.4%. UMM revenue is approximately \$1 million below budget, however expenses are 8% below budget. UMF revenue is approximately \$2 million below budget, which has been offset by reductions in operating costs and capital investments. UMPI's projected revenue loss has increased to \$202 thousand which is the result of lower Fall and Spring enrollment; however, the campus is holding vacant positions to offset that shortfall. UMFK is projecting positive operating results due to reversing the planned expansion of athletic scholarships and new positions proposed in the FY2019 budget. UM continues to project positive operating results, largely due to anticipated vacancies. UMA's credit hours are on track to budget with a big increase in out-of-state credit hours. UMA's projected loss of \$2.6 million is \$600 thousand less than originally budgeted. USM's enrollment projections are right on target and they are working on reducing operating costs to offset their revenue loss. The Maine Law School projected loss is about \$250 thousand less than originally projected due to vacancy savings.

CHANCELLOR'S REPORT (continued)

Chancellor Page introduced UM Dean of College of Engineering, Dana Humphrey. Mr. Humphrey presented information on the induction of Trustee Karl Turner as a Distinguished Member of the Francis Crowe Society. Trustee Turner earned his bachelor's degree in mechanical engineering in 1965. He went on to have a career with IBM, then into banking and then into financial planning. Trustee Turner served four terms as a senator for the State of Maine and he has served as a member of the UMS Board of Trustees since June 2011.

CHAIR'S REPORT (continued)

Trustee Erwin congratulated Trustee Lisa Eames for being a 2019 nominee for the UM Maryann Hartman Award which will be presented on March 27, 2019.

VICE CHANCELLOR FOR ACADEMIC AFFAIRS' UPDATE. Vice Chancellor for Academic Affairs (VCAA) Dr. Robert Neely provided an update on the following Academic Affairs items.

Programs for Examination

Dr. Neely provided an update on the Programs for Examination (PFE) process. By August 1st of each year, the UMS Institutional Research (IR) office will provide a dashboard summary of graduates, majors and faculty by campus for each program in the UMS program inventory and will have identified for the Chief Academic Officers (CAO) those programs not meeting the thresholds. In November of each year, each CAO will notify the VCAA of the following items for discussion with the CAOC: reason(s) why any program need not be examined further because of meeting critical university needs, regardless of the PFE criteria and programs not meeting the PFE criteria for which more examination is needed. For those programs for which questions remain, the CAO will communicate to the appropriate academic unit(s) the need for further information and analysis. The CAO will also report progress on actions to address concerns for programs identified in the previous year of the PFE process. In March of each year, the CAO Council (CAOC) will have provided a written summary of those programs identified by the PFE process, but were determined to meet critical university needs. The CAOC will engage in a discussion of action plan outlines developed by each CAO to address low numbers of graduates, majors and/or faculty for any remaining program(s) identified by the PFE process. The PFE process began with 130 programs identified as possible programs for examination based on PFE criteria. After initial review, 97 were removed from the list for various reasons such as overlapping masters/doctorate programs and a number of the removed programs were determined to be mission critical. At the May 19-20, 2019 Board of Trustees meeting the CAO's will provide information on next steps for the 33 programs remaining in the PFE process.

Program Innovations Fund

Dr. Neely provided information on the status of the 2019 Program Innovation Fund (PIF) process. Proposals were received a week prior to this Board of Trustees meeting and have not yet been reviewed by the CAOC; however, that review process is scheduled for April 4, 2019. The PIF process started with 22 pre-proposals and 15 were invited to submit proposals, of which 13 did submit full proposals. New criteria for PIF was developed for this year to more closely align with the Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs. Due to funding limitations, of the 13 proposals submitted approximately 4 to 5 will be able to be funded.

Academic Partnerships

Associate Vice Chancellor for Academic Affairs, Dr. Robert Placido provided an overview of campus meetings at USM, UMPI and UMFK with Academic Partnerships (AP). The AP program will run in six 8-week sessions or two sessions per semester, which is a complete change from how UMS normally runs online class schedules. This change requires innovation on all levels of the admissions and enrollment process at each campus; however, the increased start times in the year allow for greater participation in the program. One of the biggest roadblocks in the process is the lack of subject matter experts for the UMS Student Information System. The UMS, AP, Campus Administrators, and Faculty are working together to figure out how to overcome this hurdle. Dr. Placido also thanked UMS Chief Information Officer, Dr. David Demers and his team for all of the IT support they have provided to help the AP process.

New Institutional Research Tools – Program Insight™ and Labor Insight™

Dr. Placido reported that the UMS has recently acquired two distinct web-based, research platforms from Burning Glass to assist in evaluation and planning. The new capabilities consist of Program Insight™, which is a web-based, academic program (Degree/Non-Credit Program/Certificate/ Course) market research and planning tool and Labor Insight™, which is Burning Glass' cloud-based, research platform that provides insights about labor market trends, student market segmentation, employer/industry analysis and access to job-posts. In addition to use in the UMS Institutional Research (IR) office, licenses have been provided to each campus. It is anticipated that these new research capabilities will be applicable in a

variety of contexts including strategic planning, new/existing academic program evaluation and design, program marketing, employer and industry partnership development, student advising and career services, and Early College, to name but a few possibilities. Dr. Placido provided a brief demonstration of these new capabilities for the Trustees.

Spring Enrollment Report

UMS Chief Academic Officer, Ms. Rosa Redonnett provided a brief overview of the UMS 2019 Spring Enrollment Report. Overall headcount, Full Time Equivalent (FTE) and credit hours increased. Associate degree and non-degree law credit hours declined. Baccalaureate credit hours increased slightly by 0.7% and undergraduate non-degree credit hours increased 2.2%. Early College represents 53% of undergraduate non-degree credit hours. Overall graduate credit hours increased 2.7%. Out of state enrollment grew at all campuses except UMM and UMPI from a credit hour perspective. Over all out of state headcount up to 8.4% and credit hours are up to 7%. UMS is continuing to see an increase in graduate matriculated headcount and credit hours. Full time credit hours increased 0.5% and part time credit hours increased 2.3%. Students over the age of 24 are at 33.9% and students under the age of 18 are at 11%. Transfer enrollment increased 5.3%. Distance education increased 9.1%. Traditional on campus credit hours declined 1.8%. On line credit hours increased 10.5% and account for 23.8% of all credit hours. All campuses except UMFK and UMPI saw an increase in Early College. Early College saw an 8.2% increase in credit hours and makes up 2.7% of all undergraduate credit hours.

ACTION ITEMS

Acceptance of Minutes

On a motion by Trustee Hustus, which was seconded by Trustee Donnelly, the minutes from the following meetings were unanimously approved as presented:

January 27 & 28, 2019 – Board of Trustees Meeting

March 4, 2019 – Academic & Student Affairs and Human Resources & Labor Relations Joint Session

March 6, 2019 – Finance, Facilities, Technology Committee Meeting

March 11, 2019 - Investment Committee Meeting

Approval of the Board of Trustees Meeting Schedule & Calendar, 2019-2020 & 2020-2021

On a motion by Trustee Turner, which was seconded by Trustee Collins, the Board of Trustees approved the Board of Trustees meeting calendar for 2019-2020 and 2020-2021, as presented.

Tenure Nominations for 2019

On a motion by Trustee Fournier, which was seconded by Trustee Collins, the Board of Trustees approved the recommendations for tenure submitted by the universities of the University of Maine System. Approvals will take effect September 1, 2019 for faculty with academic-year appointments and July 1, 2019 for faculty with fiscal-year appointments.

Tenure at Time of Hire, Associate Professor of Nursing, USM

On a motion by Trustee Collins, which was seconded by Trustee Fournier, the Board of Trustees approved tenure at the rank of Associate Professor of School of Nursing at the University of Southern Maine to Dr. Brenda Petersen with tenure to be effective on the date that Dr. Peterson assumes a full-time faculty position after leaving the position of Associate Dean of Nursing.

Tenure Consideration, Professor of Business Administration, USM

On a motion by Trustee Eames, which was seconded by Trustee Fournier, the Board of Trustees approved the appointment of Dr. Richard Arend at the rank of Professor of Business Administration at the University of Southern Maine, with the opportunity to apply for tenure in his second year of appointment.

Tenure at Time of Hire, Professor of Mechanical Engineering, UM

On a motion by Trustee Fournier, which was seconded by Trustee Eames, the Board of Trustees approved tenure at the rank of Professor of Mechanical Engineering at the University of Maine to Dr. Richard Kimball with tenure to be effective at the time of hiring.

CONSENT AGENDA

On a motion by Trustee Martin, which was seconded by Trustee Turner, the items on the Consent Agenda were unanimously approved by the Board of Trustees as follows:

The Board of Trustees reviewed the following agenda items as forwarded by the Finance, Facilities, and Technology Committee to the Consent Agenda from its meeting on March 6, 2019:

VoIP Conversion, USM

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System to expend up to \$809,000 from IT Capital Reserves over three years to complete the migration of telephony services at the University of Southern Maine to Voice-over-IP.

Energy Project Phase II Approval Request, UM

The Board of Trustees following the vote of approval for this item by the Finance, Facilities and Technology Committee, authorized the University of Maine System acting through the University of Maine to pursue the University of Maine Energy Center project and to enter agreements under which as much \$5.7 million could be expended from University funds identified by the Chief Business Officer and Treasurer, subject to review by the Vice Chancellor for Finance and Administration and Treasurer and University Counsel.

STRATEGIC PRIORITIES DISCUSSION TOPICS

Presentation of Preliminary Workforce Engagement Report (goal 1, action 1)

UMS Chief of Staff & General Counsel, Mr. James Thelen provided an update to the Trustees about the status of the UMS Workforce Engagement Plan to address Goal 1, Action 1 of the UMS Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs document. The Workforce Engagement report provided observations about prioritized programs and associated industries that maximize workforce impact and business and economic development, and included a gap analysis of UMS capacity, with recommended steps for achieving full engagement, program alignment mechanisms, and pathways for experiential learning opportunities. An executive summary and full report on the Workforce Engagement Committee findings is included in the meeting materials for this meeting.

UMS Research & Development Plan, FY2020-FY2024 (goal 1, action 2)

UM/UMM President Joan Ferrini-Mundy provided an update to the Trustees about the status of the UMS Research and Development (R & D) Plan to address Goal 1, Action 2 of the UMS Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs document. President Ferrini-Mundy reported the R & D Committee's five main findings and the recommended next steps for UMS to achieve the goals of making Maine the best state in the nation in which to live, work, and learn by 2030; establishing an innovation driven Maine economy for the 21st century; and preparing the knowledge and innovation workforce for Maine. An executive summary report on the R & D team's findings is included in the meeting materials for this meeting.

Adult Degree Completion: Implementation Plan (goal 2, action 1)

UMS Chief Student Affairs Officer, Ms. Rosa Redonnett provided an update to the Trustees about the status of the Adult Degree Completion (ADC) Implementation Plan to address Goal 2, Action 1 of the UMS Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs document, focusing on the elements identified as most critical. Ms. Redonnett explained how the Board of Trustees can support this work and how UMS can work in partnership to adapt to the changing higher education environment and deliver on the shared promise to make education accessible, affordable and flexible to respond to the needs of adult students across the entire state, and to respond to the broader economic, workforce and community development needs of Maine. A full ADC report and implementation plan are included in the meeting materials for this meeting.

Early College: Budget Overview (goal 2, action 2)

UMS Associate Vice Chancellor for Academic Innovation and Partnerships, Dr. Carol Kim provided an overview to the Trustees about the Early College Budget Plan to address Goal 2, Action 2 of the UMS Board of Trustees Declaration of Strategic Priorities to Address Critical State Needs document. Dr. Kim explained that key expenditures include NetTutor, a customized, online tutoring service available 24/7, 365 days a year, and Canusia, a software management system designed specifically for Early College programs that will be integrated into the UMS PeopleSoft system. In addition, the new funds will allow the development of important programs for students moving from the high schools to the college campuses and assist them during this critical transition period. Dr. Kim stated that the UMS has exceeded its enrollment target for this spring by 1300 students, and is on track to meeting the 2022 expectation of 5000 student headcount. A presentation on Dr. Kim's Early College overview is included in the meeting materials for this meeting.

EXECUTIVE SESSION

On a motion by Trustee Johnston, which was seconded by Trustee Fournier, and by unanimous vote of Trustees present, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties.
- 1 MRSA Section 405 6-C to discuss or consider economic development only if premature disclosure of the information would prejudice the competitive or bargaining position of the System.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.
- 1 MRSA Section 405 6-E to have consultation with legal counsel concerning matters where premature general public knowledge would clearly place the System at a substantial disadvantage.

On a motion by Trustee Eames, which was seconded by Trustee Timm, and by unanimous vote of Trustees present, the Board of Trustees concluded the Executive Session.

Following the Executive Session, the public meeting was reconvened to take action on the following items:

UMA Presidency.

On a motion by Trustee Fournier, which was seconded by Trustee Eames, the Board of Trustees authorized Chancellor Page to proceed as discussed in Executive Session regarding the future appointment of the president at the University of Maine at Augusta.

Additional information about the meeting can be found on the Board of Trustees website:
<http://staticweb.maine.edu/wp-content/uploads/2019/03/MtgMat-BOT-March2019-031419-revised0322191.pdf?0d0f03>

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held on May 19-20, 2019 at the University of Maine at Augusta.

Adjournment

Heather A. Massey for
Ellen N. Doughty, Clerk