



Board of Trustees
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-581-5840
Fax: 207-581-9212
www.maine.edu

November 8, 2018

TO: Members of the Board of Trustees
Faculty and Student Representatives

FR: Ellen N. Doughty, Clerk of the Board

RE: **November Board Meeting**

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

Enclosed are the materials for the **Board of Trustees Meeting on Sunday and Monday, November 18-19, 2018**, at the University of Southern Maine hosted by the University of Maine System. Directions are included in the Board meeting materials. Parking is available in the parking garage.

The Board Meeting materials are available on the Diligent portal, for those who have access, and in PDF format on the Board of Trustees website at: www.maine.edu/UMStrusteesmeetings

Live audio streaming will be available for the Board meeting on Sunday and Monday. The links to the live streaming and the captioning are on the Board of Trustees website at: www.maine.edu/board.

On Sunday, November 18th, the Board meeting will be called to order at 2:00 pm in University Events Room on the 7th floor of Glickman Library. The Board will go directly into an Executive Session until 6:15 pm. A reception in the Abromson Center is available starting at 6:00 pm, followed by dinner, for those participating in the Executive Session.

On Monday, November 19th, the Board meeting will be called to order at 8:00 am with an opportunity for continental breakfast and networking starting at 7:30 am. The Board meeting on Monday will be in the University Events Room on the 7th floor of Glickman Library.

Meeting rooms have been reserved for the Faculty & Student Representatives if they would like to meet in their respective groups. The Faculty Representatives can meet in Room 423 on the 4th floor of the Glickman Library. The Student Representatives can meet in Room 424 on the 4th floor of the Glickman Library. These rooms are available starting at 1:00 pm on 11/18/18.

Overnight accommodations for those that have requested, have been made at the Hampton Inn, 171 Philbrook Avenue in South Portland – 773-4400.

Incoming messages can be left with Heather Massey at 991-4724 or Ellen Doughty at 949-4905.

In the event of a postponement, cancellation, or changes in the Board of Trustees meeting, a message will be recorded on the Board Office cell phone number (991-4724). In addition, every effort will be made to personally contact the Board of Trustees, the Presidents, and the Faculty and Student Representatives.

Encl.

cc: Chancellor James H. Page
University Presidents
System Staff

Directions to USM

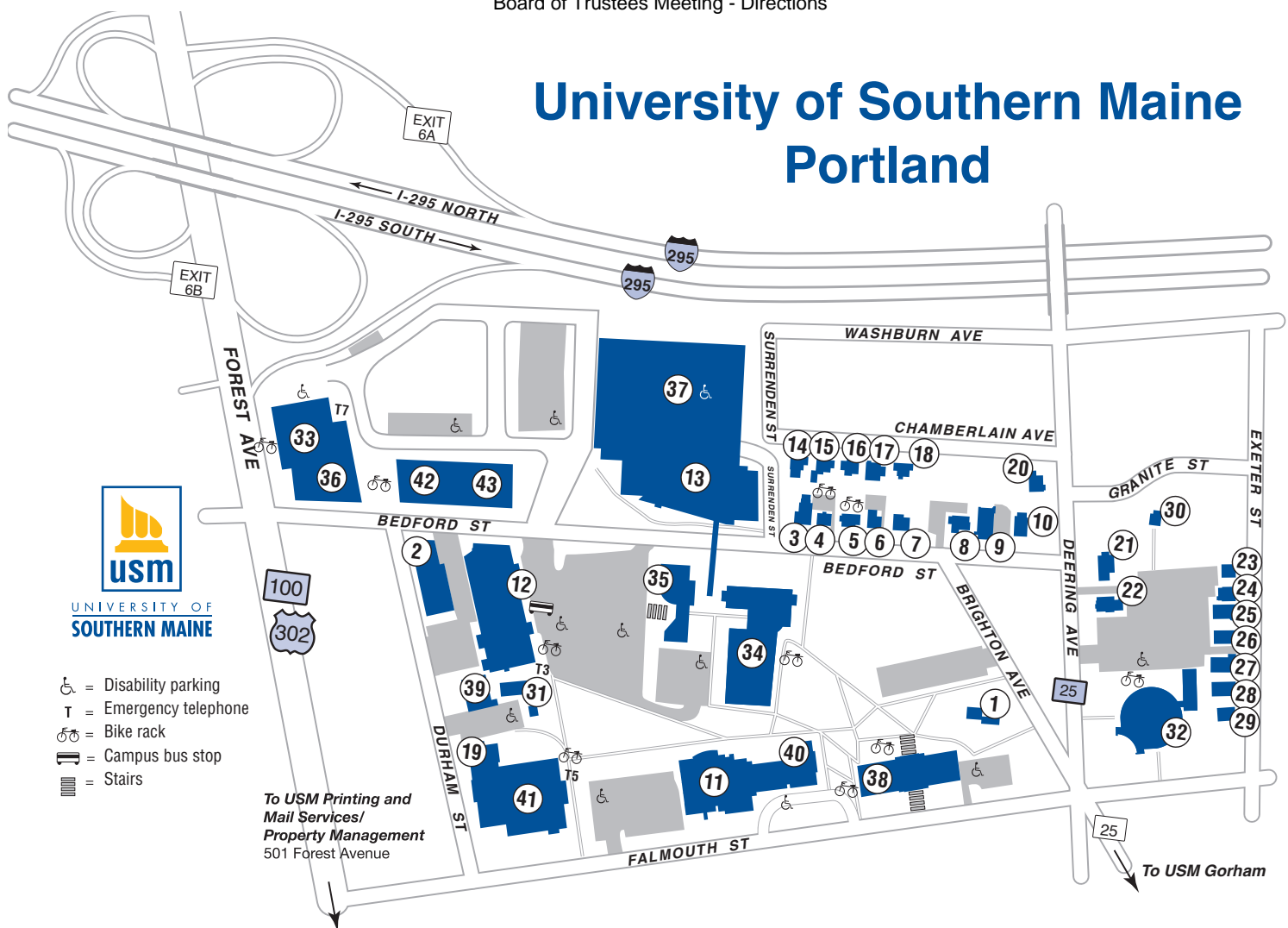
University of Southern Maine

96 Falmouth Street, Portland, Maine

207-780-4480

From I-295 (north or south bound):

Take Exit 6B (Forest Avenue North). Turn left at the first light onto to Bedford Street and proceed until you see the skywalk over the street. Drive under the skywalk and turn left onto Surrenden Street to enter the parking garage. The Glickman Library is a short walk from the parking garage. The meetings will be on the 7th Floor of the Glickman Library.



- 23 Brighton Avenue** - Community Service/Civic Engagement, Interfaith Chaplain
- 25 Bedford Street** - Facilities Management
- 92 Bedford Street** - WMPG, Free Press
- 94 Bedford Street** - Women and Gender Studies Department
- 98 Bedford Street** - History Department
- 102 Bedford Street** - Honors Program
- 106 Bedford Street** - Alumni Relations/Development
- 118 Bedford Street** - Center for Business and Economic Research
- 120 Bedford Street** - Sociology Department, Center for Teaching
- 126 Bedford Street** - Political Science Department
- Bioscience Research Wing**
- Campus Center, Woodbury** - Dining Hall, Bookstore, Area Gallery, Dean of Student Life, Commuter Student Services, Women's Center, Multicultural Resource Center, Board of Student Organizations, Center for Sexualities and Gender Diversity
- Community Education Center, Joel and Linda Abromson** - Division of Community Outreach, Hannaford Lecture Hall, Undergraduate Admission Extension Office
- 1 Chamberlain Avenue** - Criminology Department
- 7 Chamberlain Avenue**
- 11 Chamberlain Avenue** - Economics Department
- 15 Chamberlain Avenue**
- 19 Chamberlain Avenue** - Communication and Media Studies Department
- 21 Falmouth Street**
- 209 Deering Avenue**
- 222 Deering Avenue** - Campus Diversity and Equity, Stonecoast M.F.A. Program
- 228 Deering Avenue** - College of Arts and Sciences, Self-Designed Major Program
- 39 Exeter Street** - Graduate Admission
- 45 Exeter Street** - Graduate Studies, Undergraduate Education, Institute for Family-Owned Business
- 47 Exeter Street** - Philosophy Department
- 49/51 Exeter Street**
- 55/57 Exeter Street** - Modern and Classical Languages and Literatures Department
- 59/61 Exeter Street** - University of Maine School of Law Cumberland Legal Aid Clinic
- 65 Exeter Street** - Linguistics Department
- 11 Granite Street** - American and New England Studies Department
- Health Services**
- Law Building** - University of Maine School of Law, USM Administration: Offices of the President, Provost, and Vice Presidents
- Library, Albert Brenner Glickman Family** - Portland Library
- Luther Bonney Hall** - Academic Assessment, School of Business, English Department, Portland Learning Center, Support for Students with Disabilities, Portland Computing Center, Media Services, Prior Learning Assessment
- Masterton Hall** - College of Nursing and Health Professions; Social Work Department, Recreation and Leisure Studies Department
- Osher Map Library and Smith Center for Cartographic Education**
- Parking Garage** - 1,200-space garage
- Payson Smith Hall** - Mathematics and Statistics Department, International and National Student Exchange, English as a Second Language Program, Financial Aid, Student Billing, Registrar, Veterans Services, University Counseling Services, Weekend College, Telecommunications, Campus Card Office, Summer Session/Winter Session, Student Success Center
- Central Heating Plant**
- Science Building** - Southworth Planetarium; Departments of Biological Sciences (pre-med, pre-vet, pre-dental, pre-pharmacy, pre-optometry), Chemistry, Physics, Computer Science, Psychology
- Sullivan Recreation and Fitness Complex** - Portland Recreation and Fitness Office, USM Police Department
- The Wishcamper Center** - Muskie School of Public Service
- The Wishcamper Center** - Osher Lifelong Learning Institute

Directions to Hampton Inn

Hampton Inn
171 Philbrook Avenue
South Portland, Maine
207-773-4400

Approximately 5 miles or 6 minutes from USM to the Hampton Inn.

- Take a right onto Forest Avenue/US-302
- Merge onto I-295 South toward South Portland
- Take exit 1 toward I-95 N/Maine Mall Road
- Merge onto Maine Turnpike App.
- Take the exit toward Maine Mall Road – ME 114/Jetport
- Keep right to take the Philbrook Road ramp toward Maine Mall
- Turn right onto Philbrook Avenue
- The Hampton Inn Portland-Airport is on the corner

University of Maine System - Board of Trustees
November 18 & 19, 2018
at the University of Southern Maine hosted by the UMS
University Events Room, 7th Floor, Glickman Library

AGENDA

Faculty Rep. meeting - Room 423, 4th Floor of Glickman Library
Student Rep. meeting - Room 424, 4th Floor of Glickman Library

Sunday, November 18, 2018

Call to Order @ 2:00 pm - University Events Room, 7th Floor, Glickman Library
The Board will go directly into Executive Session

Executive Session from 2:05 pm to 6:15 pm - University Events Room, 7th Floor, Glickman Library

Reception @ 6:30 pm - Abromson Center (Cash Bar)
(For participants of the Executive Session)

Dinner @ 7:00 pm - Abromson Center
(For participants of the Executive Session)

Monday, November 19, 2018 - University Events Room, 7th Floor, Glickman Library

Coffee & Networking @ 7:30 am

Call to Order/Reconvene Board Meeting @ 8:00 am

Citizen Comment

The Board of Trustees provides time for citizen comment prior to the business agenda at each meeting. The Chair of the Board will establish time limits (usually three minutes per person) and determine any questions of appropriateness and relevancy. Personnel decisions, collective bargaining issues, grievances, litigation and other areas excludable from public discussion under the Maine Freedom of Access Law shall not constitute appropriate matters for such input. A person who wishes to speak during the citizen comment period should arrive prior to the meeting start time and sign up on a sheet provided, indicating name and topic of remarks.

Chair's Report (45 minutes)

Chancellor's Report (30 minutes)

Vice Chancellor for Finance and Administration & Treasurer's Report (20 minutes)

Tab 1 - [Financial Update](#)

Tab 2 - [FY2018 Budget to Actual Report & FY2019 Forecast Report](#)

Vice Chancellor for Academic Affairs' Report

Tab 3 - [Advancement of Early College Initiatives \(15 minutes\)](#)

Tab 4 - [Introduction to Academic Partnerships \(45 minutes\)](#)

Tab 5 - [Fall 2018 Enrollment Report \(15 minutes\)](#)

Discussion Items:

Tab 6 - Potential Program Priorities in Selected Emerging Areas (30 minutes)

Action Items:

Tab 7 - UMF Presidential Search Criteria and Characteristics (15 minutes)

Tab 8 - Revised Board of Trustee Policy 311 Intra-System Student Exchange (__ minutes)

Tab 9 - Confirmation of Faculty and Student Representatives to the Board of Trustees (5 minutes)

Tab 10 - Confirmation of Board of Visitors Nominations, USM and UMPI (5 minutes)

Tab 11 - Honorary Degree Nomination, UMFK (5 minutes)

Tab 12 - Acceptance of Minutes (5 minutes)

Consent Agenda: (5 minutes)

Action items from the October 30, 2018 Academic and Student Affairs Committee Meeting:

Tab 13 - Awarding of Academic Degrees

Action items from the October 31, 2018 Finance, Facilities & Technology Committee Meeting:

Tab 14 - ESCO Authorization Request, USM

Tab 15 - Dining Hall Investment, USM

Date of the Next Meeting: January 27-28, 2019 at the University of Maine

Adjournment

Lunch Break (20 minutes) (Timing of the lunch break will be at the discretion of the Chair.)

Attachments:

Financial Update - Flash Reports

- Managed Investment Pool
- Pension Fund
- Operating Fund

FY2018 Budget to Actual Report

Fall 2018 Enrollment Report

Draft Board of Trustees Policy 311

Boards of Visitors Nominations Narratives (*Confidential*)

Honorary Degree Nomination

- Honorary Degree Nomination List (*Confidential*)
- Honorary Degree Nomination Narrative (*Confidential*)

Academic Calendar for Academic Year 2020-2021

Agenda Calendar

USM ESCO Project Background

USM ESCO Project Scope

USM ESCO Project Time Line

UMF President Search Committee Names & Timeline

FY2019 E&G and Auxiliary Forecast

Reports:

Capital Project Status Report Executive Summary

Capital Project Status Report

Annual Report on Real Estate and Lease Activity Executive Summary

Annual Report on Real Estate and Lease Activity

Boards of Visitors Annual Reports

- [UM](#)
- [UMA](#)
- [UMF](#)
- [UMFK](#)
- [UMM](#)
- [UMPI](#)
- [USM](#)

Board Committee Work Plans

- [Investment Committee](#)
- [Audit Committee](#)

[Management Group Appointments Report](#)

[UMS Interactive Dashboard](#)

[Strategic Priorities to Address Critical State Need DRAFT 11-19-18](#)

Presentations:

[Early College Presentation](#)

[Academic Partnerships Presentation](#)

[Enrollment Report Presentation](#)

[Maine Center Venture Update](#)

[Potential Program Priorities in Selected Emerging Areas](#)

[Tabs noted in red text are action items.](#)

Note: Times are estimated based upon the anticipated length for presentations or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Board.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Financial Update
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning
5. **BACKGROUND:**

Vice Chancellor for Finance and Administration and Treasurer Ryan Low will provide a brief financial update at the November 18 & 19, 2018 Board of Trustees meeting.

Attachments:

[Managed Investment Pool Flash Report](#)
[Pension Fund Flash Reports](#)
[Operating Fund Flash Reports](#)

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FY2018 Budget to Actual Report

&

FY2019 E&G and Auxiliary Forecast As of 10/31/2018



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Advancement of Early College Initiatives

2. **INITIATED BY:** James H. Page, Chancellor

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

Increase enrollment

Improve student success and completion

Support Maine through research and economic development

Secondary Outcomes:

Relevant academic programming

University workforce engagement

5. **BACKGROUND:**

The University of Maine System's (UMS) Early College program allows high school students to enroll in college courses and earn credits on both their high school and college transcripts. Early College programs are based on partnerships between Maine's Public Universities and high schools to help students, especially those who may not aspire to a college education, successfully transition to college. Early College includes *Dual Enrollment* (concurrent enrollment), *Aspirations* (at the university or online), and *Bridge Programs* (with Career and Technical Education).

The funds that were generously provided to the UMS by the State in 2017 were aimed at increasing enrollment and improving the quality of the Early College programs. All seven campuses of the UMS have coordinated and collaborated over the past year to meet the quality and enrollment goals through building infrastructure and developing critical programming for student success. The progress of Early College across the System will be presented.

Presentation:

Early College Presentation

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Academic Partnerships
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION: X** **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY: NA**
 - Increase enrollment
 - Improve student success and completion
 - Enhance fiscal positioning
 - Maine workforce development
5. **BACKGROUND:**

As reported in the September Board of Trustees meeting, the May Academic & Student Affairs (ASA) Committee meeting and May Board of Trustee meetings, the University of Maine System (UMS) sought proposals in Fall 2017 for products and services to expand the national reach and responsiveness of the UMS online offerings. The expectation of these services included market research, effective marketing strategies, lead generation, instructional design support, subject matter expertise as needed, student performance tracking, and general management support. A request for proposals (RFP) was posted and subsequently awarded to a company named Academic Partnerships (AP).

After over a year of due diligence and campus conversations, a master contract at the University of Maine System level was signed at the August ASA Committee meeting. This master contract outlines the general framework for the agreement with addenda added to list the specific programs that will be included at each institution. At this time, a small select list of programs from USM, UMFH and UMPI will participate. The implementation begins with a 6 to 7 week assessment and then project plan will be created and initiated.

Senior Vice President Chris Shenk, and Vice President Liz Daiber from Academic Partnerships will be guest presenters. Ms. Daiber will share information about the rich set of services Academic Partnerships will add to UMS institutions. She will also share information on AP's past performance with their many partnering institutions across the country. Mr. Shenk will continue the discussion with more information about the next steps of implementation at USM, UMPI, and UMFH.

Presentation:
[Academic Partnerships Presentation](#)

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Fall 2018 Enrollment Report
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Increase enrollment
5. **BACKGROUND:**

The Fall 2018 Enrollment Report is historically run after our census date of October 15. Rosa Redonnett, Chief Student Affairs Officer, will provide a brief update for Board members on the status of enrollment at our campuses for Fall 2018 based on the findings within the report. Ryan Low, Vice Chancellor for Finance and Administration, will discuss how the enrollment within our System translates from the perspective of budget planning and the actual budget. Connected to this, Jonathan Henry, Vice President for Enrollment Management and Marketing at the University of Maine at Augusta will provide some insight into enrollment at UMA, a campus that exhibited enrollment growth this year.

Attachment:

[Fall 2018 Enrollment Report](#)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Potential Program Priorities in Selected Emerging Areas

2. **INITIATED BY:** James H. Page, Chancellor

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOMES:**

BOARD POLICY:

Increase Enrollment

Improve Student Success & Completion

Relevant Academic Programming

5. **BACKGROUND:**

Presidents Cummings and Ferrini-Mundy will report on preliminary discussions with faculty experts concerning potential new or revised program emphases and instructional/experiential approaches in areas that may be key for the future Maine workforce. Those include data science, computing, biomedical engineering, and health-related biosciences and genetics areas.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** University of Maine at Farmington Presidential Search Criteria
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOMES:** **BOARD POLICY:**
 Increase Enrollment 204 – Presidents – Appointments &
 Responsibilities
 Improve Student Success & Completion 404.4 – Chancellor & Presidents Benefit
 Package
5. **BACKGROUND:**

The search committee for the UMF President is ready to begin its work. Trustees serving on the committee are Trustee MacMahon, serving as chair; Trustee Turner, and Trustee Timm. In addition, constituents have named their representatives to the committee, a search firm has been selected (Storbeck, Pimentel & Associates) and members of the dedicated UMF consultant team have conducted a site visit and campus listening sessions to seek input on campus attributes, opportunities and desired characteristics for a new President.

Two of the first steps of the search are for the Board to develop the description of the position and criteria for selecting the President and formally charge the committee.

UMS Administrative Procedures for the Recruitment and Selection of Presidents state:

The chancellor on behalf of the Board of Trustees must formally charge each search committee with the responsibility for conducting the search for a president. The charge shall include preferred characteristics to be used as guidelines throughout the search articulated and/or approved by the chancellor and Board of Trustees based on an assessment of the needs of the university and University System. Close collaboration of the chancellor, Board and committee in defining the preferred characteristics will enhance the quality of information to candidates and increase the likelihood of a successful search outcome.

Chancellor Page will lead a brief discussion with the Board about preferred characteristics of candidates for the University of Maine at Farmington President.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees adopts the criteria for the President of the University of Maine at Farmington as discussed. When charging the committee, Chancellor James H. Page will forward the Board of Trustee's criteria to the search committee and search consultant for use in describing the position and guiding the work of selecting the President.

Attachment:

[UMF President Search Committee Names & Timeline](#)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Proposed Revisions to Board of Trustee Policy 311:
Intra-system Student Exchange
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOMES:** **BOARD POLICY:**
Increase Enrollment 311 – Intra-system Student Exchange
Improve Student Success & Completion
5. **BACKGROUND:**

Removing barriers to student access to university resources and programs across the System is a key goal of the Board's student success priority outcome within the framework of the System's One University initiative.

To that end, Vice Chancellor for Academic Affairs Dr. Robert Neely has reported to the Board over the last year on efforts to implement pilot cross-listings of courses between UMS campuses. The goal of these efforts is to have courses from one System university catalog appear as courses in another System university catalog to facilitate the ability of students enrolled at one university to easily take courses from another System university. The key advantage for students is that cross-listing will allow them to seamlessly enroll in courses from other UMS campuses in the same manner as they would for a course on their home campus, i.e., no separate or new application process, no transfer requirements, and no financial aid impact. In addition, course cross-listing will facilitate automation of other administrative processes, such as tuition revenue sharing.

Progress on the cross-listing initiative has been challenging and sporadic. The Board has been informed in recent meetings that current digital learning management systems software and the System's MaineStreet student information system, as well as student financial aid requirements, operate in such ways as to frustrate or impede progress, and it is not apparent that all academic administrative stakeholders understand the Board's resolve in this matter.

By resolution at its July 2018 regular meeting, the Board of Trustees noted that existing Board Policy 311 addresses a UMS student's ability to take courses at System universities other than the campus where he or she matriculated. Policy 311 was adopted in November 1990 and has not been substantively changed since then. Board minutes state that, at the time the policy was adopted, a UMS student from one System university who wished to take a course from a different UMS university was able to do so, but was treated as a transfer student and was required to wait to register until all students at that university

had registered. The policy, stated in its entirety below, was adopted then to provide that students matriculating at one UMS university be allowed to pre-register for courses at another UMS university and have the same privileges as students matriculated at that other university.

Policy 311:

When a student in good standing who is matriculated at one University of Maine System institution registers for a course or courses at another University of Maine System unit, that student is to be afforded the same rights and privileges, including pre-registration and payment of tuition and fees, at the host institution as a student who is regularly matriculated at that unit. This policy does not alter any residency requirements that may be in effect at the student's home institution.

A first draft of the revisions to Board Policy 311 was presented at the September 11, 2018 Academic and Student Affairs Committee meeting and also presented for discussion at the September 16-17, 2018 Board of Trustees meeting. After receiving input from the Academic and Student Affairs Committee, other Board Members, the UMS President's Council, the Chief Academic Affairs Council and Student and Faculty Representatives to the Board, additional revisions were made and the draft Policy 311 was presented for discussion again to the Academic and Student Affairs Committee.

At its October 30, 2018 meeting, the Committee approved this recommendation to be forwarded to the November 18-19, 2018 Board of Trustees meeting for approval.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendations of the Academic and Student Affairs Committee and approves the revised version of Board Policy 311: Intra-system Student Exchange as presented.

Attachment:

[Draft Board of Trustees Policy 311](#)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Confirmation of Faculty & Student Representatives to the Board of Trustees
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Policy 205 - Faculty & Student Representatives to the Board of Trustees
5. **BACKGROUND:**

To create the environment for interaction among and between Faculty and Student Representatives, the Trustees and System administration, the Trustees have provided opportunities for participation in the meetings of the committees of the Board.

One faculty member and one undergraduate student from each of the seven universities and one graduate student from the University of Southern Maine and one graduate student from the University of Maine will be appointed by the Board as non-voting representatives to the Board of Trustees and invited to participate as non-voting members on the standing committees.

Normally, the representative is expected to complete a two year term; therefore, it is an expectation that the minimum term of service by Faculty and Student Representatives to the Board be two years. The nominations will be forwarded through the Presidents to the Chancellor for submission to the Board for Trustee approval.

The following nominations are being recommended by the Presidents:

Faculty Representative:

Matthew Bampton, USM – appointed for a one year term – Nov. 2018 to Nov. 2019

Student Representatives:

Margaret Pomerleau, UMF – appointed for two year term – Nov. 2018 to Nov. 2020

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the appointments of the following Faculty and Student Representatives to the Board of Trustees:

Faculty Representative:

Matthew Bampton, USM – appointed for a one year term – Nov. 2018 to Nov. 2019

Student Representative:

Margaret Pomerleau, UMF – appointed for two year term – Nov. 2018 to Nov. 2020

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Confirmation of Board of Visitors Appointments, UMPI & USM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY**
University of Maine System Charter
5. **BACKGROUND:**

In accordance with the University of Maine System Charter, each Board of Visitors consists of up to 20 members recommended by campus Presidents and confirmed by the Board of Trustees. Membership should reflect the mission of the university and the region it serves. The Board of Visitor appointment recommendation from the President is outlined in the attached biographical sketch distributed to the Board of Trustees.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees confirms the Board of Visitors appointment for UMPI and USM as presented.

Attachments:

[Proposed Candidates List with Bio's](#) (Board of Trustees only)

11/8/18



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Honorary Degree Nomination for 2019, UMFK
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
213 – Honorary Degrees
5. **BACKGROUND:**

Honorary Degree nominations from the University of Maine System campuses are presented annually for approval. At the November Board meeting the Chancellor may submit to the Trustees names and supporting documentation to be awarded in the current year. In accordance with Board practice, the nomination will be reviewed in Executive Session. Action will be taken in the public meeting without identification of the individual honoree. Publicity is the responsibility of the campus after arrangements for conferral of the degree are complete.

An Honorary Degree may be awarded by the University of Maine System. Nominations for the System degree may come from Trustees, Chancellor or Presidents with the Trustees designating the institution for conferring the degree.

6. TEXT OF PROPOSED RESOLUTION

That the Board of Trustees approves the 2019 nomination for Honorary Degrees from the University of Maine System with the University of Maine at Fort Kent conferring the degree, as presented.

Attachments:

[Honorary Degree Nomination for 2019, UMFK – List](#)

[Honorary Degree Nomination for 2019, UMFK - Narrative](#)

11/8/18



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Acceptance of Minutes
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

The following minutes will be presented to the Board of Trustees for approval at the November 18 & 19, 2018 Board meeting:

September 10, 2018 – Human Resources & Labor Relations Committee Meeting
September 11, 2018 – Academic & Student Affairs Committee Meeting
September 13, 2018 – Finance, Facilities, Technology Committee Meeting
September 16 & 17, 2018 – Board of Trustees Meeting
September 28, 2018 – Investment Committee Meeting
October 21-22, 2018 – Special Board Meeting
October 24, 2018 – Human Resources & Labor Relations Committee Meeting
October 29, 2018 – Audit Committee & Finance, Facilities, Technology
Committee Joint Session
October 29, 2018 – Finance, Facilities, Technology Committee Meeting
October 29, 2018 – Special Board Meeting
October 30, 2018 – Academic & Student Affairs Committee Meeting
October 31, 2018 – Finance, Facilities, Technology Committee Meeting

The Board of Trustees website link to the minutes is: <http://www.maine.edu/about-the-system/board-of-trustees/meeting-minutes/>

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the minutes as presented.

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AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Awarding of Academic Degrees
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Improve student success and completion 303: Academic Degrees
5. **BACKGROUND:**

Annually the Board approves the awarding of academic degrees, in accordance with Board of Trustees policy.

The Academic and Student Affairs Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18-19, 2018 Board meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Academic and Student Affairs Committee to authorize the awarding of degrees during Commencement ceremonies for the 2018-2019 academic year to those students fully recommended by the appropriate faculties and the presidents of the respective institutions of the University of Maine System.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** ESCO Authorization Request, USM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Enhance fiscal positioning 701 – Operating and Capital Budgets
712 – Debt Policy
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine requests authorization to enter into a public, private partnership (P3) to pursue an energy savings performance contract to save energy, reduce energy costs, reduce carbon emissions, improve selected facilities and improve the learning environment for students in a manner that is cost neutral.

The total expected financial impact of this request is up to \$1.9 million to be repaid from savings achieved by the improvements.

This request is pursuant to Board policy 701 which requires Board approval for projects with a value of \$500,000 or greater. Also, Board Policy 712 applies at it states that UMS “will consider off-balance sheet financing (e.g., public/private partnerships) when it is desirable to work with a third party...”

A specialized consultant, Celtic Energy, was previously hired to provide expertise in considering this project. Celtic, over approximately the past year, assisted in determining the feasibility, potential scope and costs of an Energy Savings Performance Contract. The consultant worked with a committee including key players from USM’s Facilities Management office, the Office of Sustainability, faculty, administration and others.

Based on this work and study, the University is now seeking to solicit an Energy Service Company (ESCO) to carry out a two-phase project. This would involve providing an investment grade audit, making energy saving improvements in two buildings on the Gorham campus and measuring and reporting on the results. The project is expected to include the University, the ESCO and a financier of the project working in collaboration. Phase I of the project is before Trustees for consideration currently.

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The planned improvements will focus on two buildings heavily used by students totaling approximately 173,000 square feet: Anderson Hall (a residential building) and Bailey Hall (a classroom building with a library, café, and offices). Bailey Hall is the most heavily used classroom building on campus, hosting more than 350 classes per year.

Anderson Hall has a Sightlines renovation age of 54 years with a Net Asset Value of 27%. Bailey Hall, including both the original building and the library addition, has an average renovation age of 54 years and Net Asset Value of approximately 41%. This data is indicative of facilities that warrant substantial restoration and investment.

The energy costs for these two buildings was approximately \$229,000 in fiscal year 2018. The project is expected to reduce energy use in these facilities by 25 to 35 percent. At current market rates, that would be an estimated annual savings of \$28,000 to \$40,000. The actual savings will depend not only on the actual avoided energy consumption but also on changes in the market and contract rates for energy. The contract is expected to be in range of 10 to 20 years in order to recoup the investment costs after which time additional savings would be the University's alone. If the savings proves insufficient to cover those costs, USM would be obligated for the expenses, with those details and exact terms to be settled in the solicitation.

If approval is granted to proceed, the University intends to limit its risk initially to the cost of an investment grade audit. This would be a key first deliverable resulting from the solicitation. The audit would underpin the subsequent investments and the overall first phase. The audit is expected to cost approximately \$25,000. If the project proceeds, that cost becomes part of the overall fiscal package. If the University elects to walk away or the parties can not otherwise agree, the University expects it would bear that cost.

Whether the University would work with already existing financing options or would conduct a solicitation specific to financing of the ESCO remains to be determined, but this request today is intended to include that approval if it subsequently is determined to be warranted. USM/UMS will collaborate closely with UMS Controller and Treasurer regarding any financing. Celtic Energy will help the University through all of these steps, including final advisement on final negotiations with the ESCO and financier.

A successful project will see improvements being made in 2020 starting as soon as approximately 14-18 months from now.

This project is in keeping with USM's pending master plan, which calls for a partnership with an ESCO as one of the primary mechanisms for addressing capital infrastructure improvements in existing buildings that are not planned for demolition.

If Phase I proves as successful as expected, the University also has a Phase II queued up. It is not seeking approval for that second phase at this time, but it does intend to include that information in the solicitation and will indicate in the solicitation that Phase II is contingent on the success of Phase I and further Trustee approval of Phase II. The second phase could include as much as an additional 900,000 square feet of facility space across 12 additional facilities and an investment of another \$7.5 million beyond Phase I. Again, only Phase I is before Trustees currently. Phase II would require additional future consideration and approval.

11/8/2018

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18-19, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee for the University of Maine System acting through the University of Southern Maine to issue the solicitation as may be warranted and enter into the necessary agreements to pursue a public, private partnership to provide energy saving improvements at the Gorham campus with a total potential financial impact of up to \$1,900,000, subject to approval of all final terms and conditions by General Counsel and the University Treasurer.

Attachments:

[USM ESCO Project Background](#)

[USM ESCO Project Scope](#)

[USM ESCO Project Time Line](#)



AGENDA ITEM SUMMARY

- | | | |
|----|--|--|
| 1. | NAME OF ITEM: Dining Hall Investment, USM | |
| 2. | INITIATED BY: James H. Page, Chancellor | |
| 3. | BOARD INFORMATION: | BOARD ACTION: X |
| 4. | OUTCOME:
Increase enrollment
Enhance fiscal positioning | BOARD POLICY:
701 – Operating and Capital Budgets
712 – Debt Policy |
| 5. | BACKGROUND: | |

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to pursue a public private partnership with Sodexo for a renovation of up to \$2 million in the dining hall in Brooks Student Center in Gorham.

The investment would be made by Sodexo and recovered through an increase in meals served and an increase in the daily rate spread across a seven-year period. USM would be responsible for the cost over that same period of time up to a maximum total of \$2 million and up to a maximum of \$286,000 in any single given year should the increases in meals served or the increase in the daily rate charged to students prove insufficient to cover the cost recovery.

From an action item perspective, this request is pursuant to Board policy 701 which requires Board approval for capital projects with a value of \$500,000 or greater. From an information item perspective, this request also is pursuant to Board Policy 712 which states that UMS “will consider off-balance sheet financing (e.g., public/private partnerships) when it is desirable to work with a third party...”

After a competitive procurement process in 2016 the University contracted with Sodexo, America LLC to provide dining services on six of the seven System campuses. The initial contract included facility enhancement investments totaling \$4,000,000 across the system over the first two years of operation. USM facilities received \$1,000,000 of those initial investments. The work performed with that investment included improvements in Bailey Hall, Luther Bonney Hall, Glickman Library, Woodbury campus center and replacement of the Brooks dish machine.

The current project request would provide for further investments at Brooks, likely including renovations to the dining area and replacement of the furniture and server equipment. The final scope, cost and delivery of these renovations will be determined through collaboration between Sodexo, USM’s administration and Student Affairs and Facilities Management teams and Capital Planning and Project Management.

11/08/2018

The last major renovation to Brooks took place in 2001. The use of the facility has changed since then. Specifically, the types of food offerings being requested by the students using the facility have changed dramatically including ethnic, dietary, and preferential restrictions.

The Brooks Student Center is the home of the only dining hall on the Gorham campus and currently serves approximately 1,400 meals per day during the academic year. USM currently is serving 20.5 percent local food as of the most recent reports, pursuant to the directive and challenge of the Board of Trustees.

Additionally, the current equipment is designed to be portable to allow for events to take place in the space and takes away from much of the functionality of it. Some of the equipment is also old and failing. Given the heavy use over the years there are food code compliance issues as well.

The space is rarely used for those events now, so the layout will be changed to be more fixed and functional and the code issues will be addressed. The proposed renovations would also allow dining services to provide the additional meal preparation options and improve conditions of the existing servery layout and functionality.

The current estimated cost of the renovations is \$2,000,000 and is proposed to be completed through Sodexo's Design Build Construction group. The desired timeline for the project is for completion by late August, 2019.

Brooks Student Center is tracked in the Sightlines data as having a renovation age of 48 years with a Net Asset Value of 44 percent, which are data points indicative of an existing facility that warrants substantial renovation.

The project is not expected to impact operating costs beyond the changes in rates intended to recover the investment cost. This initiative also is being discussed and will be done in collaboration with the system-wide food service governance team of campuses which participate in the Sodexo contract.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18-19, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee for the University of Maine System acting through the University of Southern Maine to pursue a public private partnership with Sodexo, America LLC for the renovation of Brooks Student Center dining hall for the amount of up to \$2,000,000, subject to review and approval of all final terms and conditions by General Counsel and the University Treasurer.

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	325,012,730	100.0	100.0	-0.4	1.1	1.2	5.1	7.8	8.0	5.3	7.8	6.7
Allocation Index				-0.1	2.3	2.3	6.3	8.8	8.8	6.1	8.0	6.5
Policy Index				0.1	2.3	2.5	6.6	9.4	9.4	6.4	8.3	6.8
Total Domestic Large Cap	63,489,661	19.5	16.0	0.6	7.7	10.5	17.8	18.2	17.2	13.6	16.5	12.5
S&P 500				0.6	7.7	10.6	17.9	18.3	17.3	13.9	16.9	12.0
SSgA S&P 500	63,489,661	19.5	16.0	0.6	7.7	10.5	17.8	18.2	17.2	13.9	16.8	11.9
S&P 500				0.6	7.7	10.6	17.9	18.3	17.3	13.9	16.9	12.0
Total Domestic Small/Mid Cap	21,892,708	6.7	6.0	-2.0	2.9	10.3	18.3	19.5	16.6	11.4	16.9	12.4
Russell 2500				-1.5	4.7	10.4	16.2	17.0	16.1	11.4	16.5	12.0
Westfield Capital	10,438,532	3.2	3.0	-1.1	4.6	14.8	25.8	23.0	17.8	12.4	17.2	13.9
Russell 2500 Growth				-1.5	7.2	15.8	23.1	21.6	18.0	12.9	17.7	13.6
DFA	11,454,176	3.5	3.0	-2.8	1.5	5.3	10.0	14.4	14.3	9.7	16.1	--
Russell 2000 Value				-2.5	1.6	7.1	9.3	14.8	16.1	9.9	15.3	9.5
Total International Equity (including emerging markets)	74,295,355	22.9	23.0	-0.6	-2.0	-5.2	-0.3	7.5	7.8	3.3	7.0	5.5
MSCI EAFE				0.9	1.4	-1.4	2.7	10.6	9.2	4.4	8.3	5.4
Morgan Stanley	20,494,838	6.3	6.3	0.8	0.3	-1.4	2.3	9.8	7.6	3.8	8.1	5.3
Globeflex	20,810,240	6.4	6.3	0.0	-0.6	-1.4	2.3	11.6	10.4	5.9	9.4	5.9
MSCI EAFE				0.9	1.4	-1.4	2.7	10.6	9.2	4.4	8.3	5.4
Kabouter International Opportunities Offshore Fund II	11,778,759	3.6	3.5	0.0	-4.7	-5.2	--	--	--	--	--	--
MSCI EAFE Small Cap				-0.7	-0.9	-2.2	3.7	12.4	12.4	8.0	11.5	9.7
Emerging Markets Equity	21,211,519	6.5	7.0	-2.7	-4.0	-12.2	-5.1	1.0	5.1	-0.1	3.1	--
MSCI Emerging Markets				-0.5	-1.1	-7.7	-0.8	10.2	12.4	3.6	5.0	5.4
Aberdeen Emerging Mkts	10,889,146	3.4	3.5	-1.2	-0.7	-11.6	-7.3	4.1	8.8	1.4	4.2	--
MSCI Emerging Markets				-0.5	-1.1	-7.7	-0.8	10.2	12.4	3.6	5.0	5.4
Mondrian EM Small Cap	10,322,373	3.2	3.5	-4.2	-7.1	-12.8	-3.0	-2.4	1.5	--	--	--
MSCI Emerging Markets Small Cap				-3.3	-4.2	-12.3	-4.2	4.9	7.4	2.7	4.8	7.4
Total Fixed Income	68,271,138	21.0	21.0	-0.3	0.3	0.4	1.4	1.7	3.4	3.1	4.0	5.1
BBgBarc US Aggregate TR				-0.6	0.0	-1.6	-1.2	-0.6	1.3	2.2	2.0	3.8
Commonfund	16,486,777	5.1	5.0	-0.4	0.5	-0.4	0.0	0.8	2.5	2.8	3.3	4.8
BBgBarc US Aggregate TR				-0.6	0.0	-1.6	-1.2	-0.6	1.3	2.2	2.0	3.8
Vanguard Inflation-Protected Securities	25,571,043	7.9	8.0	-1.0	-0.9	-1.0	0.3	-0.4	--	--	--	--
BBgBarc US TIPS TR				-1.1	-0.8	-0.8	0.4	-0.2	2.0	1.4	1.3	3.3
Guggenheim US Bank Loans	1,599,052	0.5										



September 30, 2018

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Blackrock Strategic Income Opportunities	10,139,606	3.1	3.0	0.0	0.5	--	--	--	--	--	--	--
3-Month Libor Total Return USD				0.2	0.6	1.7	2.1	1.6	1.3	0.9	0.7	0.7
Bain Capital Senior Loan Fund	14,474,660	4.5	5.0	0.6	--	--	--	--	--	--	--	--
Credit Suisse Leveraged Loans				0.7	1.9	4.4	5.6	5.5	5.4	4.4	5.5	5.8
Total GAA	72,791,592	22.4	23.0	-0.8	-0.3	-1.7	0.5	3.7	5.1	2.8	4.6	--
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.0	2.4	1.7	5.8	8.5	9.4	5.9	7.9	6.5
GMO Global Absolute Return	24,180,933	7.4	7.7	0.2	0.0	-2.2	0.8	4.6	5.6	3.0	4.9	4.7
Blended Index				-0.1	1.0	0.1	1.1	2.0	4.0	3.5	4.0	5.2
Wellington	23,667,359	7.3	7.7	-2.6	-3.1	-5.4	-2.8	5.1	6.2	4.5	6.1	5.8
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.0	2.4	1.7	5.8	8.5	9.4	5.9	7.9	6.5
Newton Global Real Return	24,943,300	7.7	7.7	0.0	2.1	2.6	3.4	1.1	--	--	--	--
60% MSCI ACWI (Net) / 40% BBgBarc Global Agg				-0.1	2.2	1.4	5.3	7.8	8.8	5.5	7.3	6.3
Total Hedge Funds	19,186,078	5.9	6.0	-0.2	0.1	3.0	5.2	5.3	4.0	2.6	3.0	2.7
HFRI Fund of Funds Composite Index				-0.2	0.3	1.0	3.1	4.8	3.3	3.2	3.6	2.6
Lighthouse	19,186,078	5.9	6.0	-0.2	0.1	5.2	8.2	6.6	5.6	--	--	--
Credit Suisse Long Shrt Eqt USD				0.1	1.5	2.2	5.5	7.6	4.4	5.4	6.8	5.7
Total Real Assets	2,355,663	0.7	3.0	-0.7	-0.7	-1.2	3.0	-2.2	1.5	3.0	4.2	--
NCREIF Timberland Index				0.0	0.0	1.4	2.9	3.1	3.2	5.8	5.8	3.9
John Hancock Timber Fund	2,355,663	0.7	3.0	-0.7	-0.7	-1.2	3.0	-2.2	1.5	3.0	4.2	0.3
NCREIF Timberland Index				0.0	0.0	1.4	2.9	3.1	3.2	5.8	5.8	3.9
Private Equity	2,154,461	0.7	2.0	0.0	0.0	3.7	17.1	17.2	11.3	--	--	--
Landmark Equity Partners XV	2,154,461	0.7	2.0	0.0	0.0	3.7	17.1	17.2	11.3	--	--	--
Cambridge Associates US All PE (1 Qtr Lag)				5.8	5.8	14.2	18.7	17.8	12.7	13.8	13.1	10.8
Total Cash	576,075	0.2	0.0									
Distribution Account	576,075	0.2	0.0	0.2	0.4	1.1	1.4	0.9	0.6	0.4	0.3	0.3
91 Day T-Bills				0.2	0.5	1.3	1.6	1.2	0.9	0.5	0.4	0.3

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate, 30% BC U.S. TIPS 1-10YR, 10% S&P 500, 10% BC High Yield, 10% JPM EMBI+

Returns are net of manager fees

John Hancock Timber market value as of 09/30/18

Landmark market value estimated as of 09/30/18

Cash account includes \$1,382 currently being held in the MetWest account and \$1,117 being held in the TCW account

Guggenheim market value is a holdback.

September 30, 2018

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	28,081,876	100.0	100.0	-0.6	0.7	1.0	3.3	4.9	5.7	4.3	6.8	5.5
Allocation Index				-0.1	1.6	1.8	4.8	6.4	7.0	5.5	7.5	6.1
Policy Index				-0.1	1.6	1.6	4.5	6.4	7.1	5.7	7.7	6.4
Total Domestic Large Cap	2,282,204	8.1	8.0	0.6	7.7	10.6	17.9	18.2	17.3	13.2	16.7	10.8
S&P 500				0.6	7.7	10.6	17.9	18.3	17.3	13.9	16.9	12.0
Vanguard S&P 500 Index	2,282,204	8.1	8.0	0.6	7.7	10.6	17.9	18.2	17.3	--	--	--
S&P 500				0.6	7.7	10.6	17.9	18.3	17.3	13.9	16.9	12.0
Total Small Cap Composite	1,147,437	4.1	4.0	-2.4	3.6	11.5	15.2	17.9	17.2	10.9	16.2	--
Russell 2000				-2.4	3.6	11.5	15.2	18.0	17.1	11.1	16.4	11.1
SSgA R2000 Index Fund Non Lending	1,147,437	4.1	4.0	-2.4	3.6	11.5	15.2	17.9	17.2	10.9	16.2	--
Russell 2000				-2.4	3.6	11.5	15.2	18.0	17.1	11.1	16.4	11.1
Total International Equity (including emerging markets)	2,723,566	9.7	10.0	-0.7	-1.9	-4.8	0.9	5.9	5.8	2.2	6.1	3.9
MSCI EAFE				0.9	1.4	-1.4	2.7	10.6	9.2	4.4	8.3	5.4
Morgan Stanley Int'l	1,933,960	6.9	7.0	0.8	0.3	-1.4	2.3	9.8	7.8	3.9	8.2	5.3
MSCI EAFE				0.9	1.4	-1.4	2.7	10.6	9.2	4.4	8.3	5.4
Emerging Markets Equity	789,606	2.8	3.0	-4.2	-7.1	-12.8	-3.0	-2.4	1.5	-1.6	--	--
MSCI Emerging Markets				-0.5	-1.1	-7.7	-0.8	10.2	12.4	3.6	5.0	5.4
Mondrian EM Small Cap	789,606	2.8	3.0	-4.2	-7.1	-12.8	-3.0	-2.4	1.5	--	--	--
MSCI Emerging Markets Small Cap				-3.3	-4.2	-12.3	-4.2	4.9	7.4	2.7	4.8	7.4
Total Fixed Income	10,142,153	36.1	35.0	-0.4	0.1	-0.6	0.0	0.3	2.1	2.4	3.1	5.0
BBgBarc US Aggregate TR				-0.6	0.0	-1.6	-1.2	-0.6	1.3	2.2	2.0	3.8
Vanguard Total Bond Market Index	5,833,115	20.8	20.0	-0.5	0.0	-1.6	-1.2	-0.7	1.3	--	--	--
BBgBarc US Aggregate TR				-0.6	0.0	-1.6	-1.2	-0.6	1.3	2.2	2.0	3.8
Vanguard Inflation-Protected Securities	2,002,664	7.1	7.0	-1.0	-0.9	-0.9	0.3	--	--	--	--	--
BBgBarc US TIPS TR				-1.1	-0.8	-0.8	0.4	-0.2	2.0	1.4	1.3	3.3
Guggenheim US Bank Loans	155,315	0.6										
BlackRock Strategic Income Opportunities	752,881	2.7	3.0	0.0	0.5	--	--	--	--	--	--	--
3-Month Libor Total Return USD				0.2	0.6	1.7	2.1	1.6	1.3	0.9	0.7	0.7
Bain Capital Senior Loan Fund	1,398,178	5.0	5.0	0.6	--	--	--	--	--	--	--	--
Credit Suisse Leveraged Loans				0.7	1.9	4.4	5.6	5.5	5.4	4.4	5.5	5.8



September 30, 2018

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total GAA	7,787,470	27.7	27.5	-1.3	-0.4	-1.3	0.4	3.3	5.0	2.7	4.6	--
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.0	2.4	1.7	5.8	8.5	9.4	5.9	7.9	6.5
Wellington	3,734,077	13.3	13.8	-2.7	-3.0	-5.3	-2.7	5.2	6.3	4.6	6.2	5.7
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				0.0	2.4	1.7	5.8	8.5	9.4	5.9	7.9	6.5
Newton Global Real Return	4,053,393	14.4	13.8	0.0	2.1	2.6	3.4	1.2	--	--	--	--
60% MSCI ACWI (Net) / 40% FTSE WGBI				-0.1	1.9	1.3	5.2	7.4	8.7	5.3	7.0	6.0
Total Alternative Investments	1,643,851	5.9	4.5	-0.2	0.1	3.1	5.3	5.3	4.1	3.2	3.4	--
HFRI Fund of Funds Composite Index				-0.2	0.3	1.0	3.1	4.8	3.3	3.2	3.6	2.6
Lighthouse	1,643,851	5.9	4.5	-0.2	0.1	5.2	8.2	6.6	5.6	--	--	--
Credit Suisse Long Shrt Eqt USD				0.1	1.5	2.2	5.5	7.6	4.4	5.4	6.8	5.7
Total Real Assets	2,342,830	8.3	8.0									
Principal	2,342,830	8.3	8.0	0.6	2.5	6.7	8.6	8.7	8.8	10.6	11.0	5.2
NCREIF ODCE				2.1	2.1	6.5	8.7	8.2	8.8	10.7	11.2	5.6
Total Cash	12,365	0.0	3.0									
Distribution Account	12,365	0.0	3.0	0.1	0.5	1.2	1.4	0.9	0.6	0.4	0.3	0.3
91 Day T-Bills				0.2	0.5	1.3	1.6	1.2	0.9	0.5	0.4	0.3

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate, 30% BC U.S. TIPS 1-10YR, 10% S&P 500, 10% BC High Yield, 10% JPM EMBI+

Returns are net of manager fees



September 30, 2018

University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	310,263,456	100.0	100.0	0.0	0.8	1.1	2.7	3.1	2.1	2.9	2.8
<i>Allocation Index</i>				0.0	0.9	1.3	2.9	3.0	2.4	2.8	--
Liquidity Pool Composite	105,819,606	34.1	25.0	0.1	0.4	1.1	1.0	0.8	0.5	0.5	0.5
State Pool	65,573,725	21.1		0.1	0.4	1.1	1.1	0.9	0.6	0.5	0.5
BOA General Fund	5,720,199	1.8		0.0	0.1	0.3	0.2	0.1	0.1	0.1	--
Federated Gov't Obligations	15,441,090	5.0		0.2	0.5	1.2	1.0	--	--	--	--
JP Morgan US Gov't Money Market Fund	19,084,592	6.2		0.2	0.5	1.2	1.0	--	--	--	--
<i>FTSE T-Bill 3 Months TR</i>				0.2	0.5	1.3	1.1	0.8	0.5	0.4	0.3
Income Pool Composite	136,344,337	43.9	50.0	-0.1	0.4	0.4	1.1	1.9	1.7	2.7	3.6
Income Research + Management	74,636,111	24.1	26.7	0.0	0.4	0.4	0.5	0.9	1.0	--	--
<i>BBgBarc US Govt/Credit 1-3 Yr. TR</i>				-0.1	0.3	0.4	0.4	0.7	0.8	0.9	1.7
BlackRock Strategic Income Opportunities	17,402,196	5.6	6.7	0.0	0.5	0.0	3.0	2.8	--	--	--
<i>3-Month Libor Total Return USD</i>				0.2	0.6	1.7	1.6	1.3	0.9	0.7	0.7
Loomis Sayles Bank Loans	18,985,056	6.1	6.7	0.5	1.5	3.0	3.8	4.0	3.4	4.4	4.8
<i>Loomis Bank Loans Custom Index</i>				0.5	1.5	3.2	4.0	4.3	4.1	5.2	6.1
Vanguard Total Bond Market Instl' Fund	12,727,593	4.1	5.0	-0.5	0.0	-1.6	-0.6	1.3	2.1	2.0	--
<i>BBgBarc US Aggregate TR</i>				-0.6	0.0	-1.6	-0.6	1.3	2.2	2.0	3.8
Vanguard Inflation-Protected Securities	12,593,381	4.1	5.0	-1.0	-0.9	-0.9	--	--	--	--	--
<i>BBgBarc US TIPS TR</i>				-1.1	-0.8	-0.8	-0.2	2.0	1.4	1.3	3.3
Total Return Pool Composite	68,099,513	21.9	25.0	0.2	1.8	2.2	7.4	7.9	4.6	6.1	5.8
Lighthouse	14,831,236	4.8	5.0	-0.2	0.1	5.2	6.6	5.6	--	--	--
<i>Credit Suisse Long Shrt Eqt USD</i>				0.1	1.5	2.2	7.6	4.4	5.4	6.8	5.7
Newton Global Real Return	17,554,296	5.7	6.3	0.0	2.1	2.6	--	--	--	--	--
<i>60% MSCI ACWI (Net)/ 40% BBgBarc Global Agg</i>				-0.1	2.2	1.4	7.8	8.8	5.5	7.3	6.3
PIMCO All Asset	17,153,866	5.5	6.3	0.6	0.4	-1.8	5.6	8.2	3.4	5.1	6.0
<i>Blended Index</i>				-0.1	1.0	0.1	2.0	4.0	3.5	4.0	5.2
Vanguard Total World Stock Index	18,560,115	6.0	7.5	0.2	4.0	3.9	14.3	13.6	9.0	--	--
<i>FTSE Global All Cap Index</i>				0.3	4.1	4.0	14.0	12.6	7.4	10.1	6.7

Notes:

Returns are net of manager fees.

The inception date for the allocation index is 07/01/2009

Fiscal YTD begins 7/1

Blended Index: 40% BC Aggregate / 30% BC U.S. TIPS 1-10YR / 10% S&P 500 / 10% BC High Yield / 10% JPM EMBI+

Loomis Bank Loans Custom Index blends performance of "S&P/LSTA Leveraged Loan Index" before 9/1/2014 and "S&P/LSTA Leveraged BB Loan Index" after 9/1/2014. Composite excludes external loans.

Blackrock SIO changed its share class in May 2018 to BSIKX





FY2018
E&G and Auxiliary
Budget vs. Actual

(Based on internal budget format)

**UNIVERSITY OF MAINE SYSTEM
E&G and AUXILIARY OPERATIONS
FY2018**

For FY2018, the University of Maine System experienced an increase from E&G and Auxiliary operations of \$15.3 million; the equivalent of 2.9% of the annual operating revenue budget.

E & G and AUXILIARY FY2018						
Institution	Operations			Transfers From/(To)		Net
	Budget	Actual	Variance	Administrative Savings	Budget Stabilization	
UMAINE	\$ -	\$ 3,074,640	\$ 3,074,640	\$ -	\$ -	\$ 3,074,640
UMA	(1,036,789)	(1,051,696)	(14,907)	-	-	(1,051,696)
UMF	47,835	(1,398,069)	(1,445,904)	-	-	(1,398,069)
UMFK	308,936	311,153	2,217	-	-	311,153
UMM	-	371,016	371,016	-	-	371,016
UMPI	-	100,696	100,696	-	-	100,696
USM - Excluding Law	(2,958,831)	4,423,384	7,382,215	-	-	4,423,384
USM - Law	(688,119)	(1,964,564)	(1,276,445)	-	275,320	(1,689,244)
Campus Total	(4,326,968)	3,866,561	8,193,529	-	275,320	4,141,881
Governance	(695,414)	(366,984)	328,430	-	-	(366,984)
University Services	(89,085)	933,741	1,022,826	-	-	933,741
Early College	-	-	-	-	-	-
Admin. Savings	3,301,740	2,558,792	(742,948)	(2,558,792)	-	-
Investment Income	-	2,018,555	2,018,555	-	(2,000,000)	18,555
Business Insurance	-	508,697	508,697	-	-	508,697
Employee Benefits	-	5,806,607	5,806,607	-	-	5,806,607
TOTAL	\$ (1,809,727)	\$ 15,325,968	\$ 17,135,695	\$ (2,558,792)	\$ (1,724,680)	\$ 11,042,496

Major factors impacting FY2018 results

- Unrestricted investment income was budgeted at \$3.842 million; the return on unrestricted investments was \$5.861 million, resulting in an increase of \$2.019 million above budget. Of this surplus, \$2.000 million has been placed in the Budget Stabilization Fund. At year-end, the Budget Stabilization Fund balance was \$13.178 million.
- Actual enrollment was 408 FTE below budget, but total Tuition and Fee revenue was \$1.506 million (0.5%) above budget due to an increase in graduate and out-of-state enrollment revenues. Tuition Waivers & Unrestricted Scholarships were \$4.203 million (5.3%) above budget. Total Revenues were \$852 thousand (0.2%) above budget and Total Expenses & Transfers were \$15.130 million (2.8%) below budget.

- UMaine's enrollment exceeded budget by 116 FTE, and revenues exceeded budget by \$5.547 million (2.1%) due largely to the increase in out-of-state enrollments. Increased enrollments resulted in increased costs but only 0.6% above budget. UMaine was also able to invest an additional \$2.315 million above budget in capital expenditures and reserves for future capital projects.
- UMA's loss of \$1.052 million was slightly higher than budgeted as enrollments were approximately 10% below budget. UMA's revenues were \$2.491 million below budget but were offset by reductions in expenses before depreciation, capital expenditures, and debt service of \$2.204 million. UMA's year-end unrestricted net position (UNP) after this loss was \$13.488 million, excluding the GASB 75 OPEB adjustment to UNP.
- UMF's total credit hours were slightly below budget (0.8%) but non-resident credit hours were 5.6% below budget resulting in a negative Tuition & Fee revenue variance of -\$1.398 million (-6.7%). Tuition Waivers & Scholarships were \$1.315 million above budget. Total Revenues were below budget (-\$2,355 million or -6.0%). Total expenses and transfers were 0.3% above budget. As a result of the loss, UMF's capital expenditures were \$826 thousand less than budgeted. UMF's year-end UNP after this loss was -\$300 thousand, excluding the GASB 75 OPEB adjustment to UNP.
- UMFK, UMM, and UMPI achieved positive operating results. Although enrollment was below budget at UMFK and UMM, expenses were also below budget to offset the negative enrollment variance. Enrollment at UMPI was 2.5% above budget. As of year-end, UNP for these three campuses, excluding the GASB 75 OPEB adjustment to UNP, was:

UMFK -\$328 thousand UMM \$1.247 million UMPI \$1.396 million

- USM Excluding Law School - Enrollment was 3.7% below budget but the impact to revenue was offset by increased non-resident enrollments (approximately 30% above budget). Total expenses at USM were \$7.438 million or 5.9% below budget and contributed to the positive operating results.
 - Law School enrollment was 4.9% below budget. Total Revenues were \$625 thousand (12.5%) below budget and total expenses and transfers were \$650 thousand (11.5%) above budget. Credit hour enrollment at the Law School was 4.9% below budget. The Law School did receive \$275,320 in Budget Stabilization funds to apply against the loss of \$1,965 million.
- University Services refunded approximately \$717 thousand to campuses as expenditures were less than budgeted for specific campus-services areas. Approximately \$912 thousand will be used in FY2019 to fund one-time expenditures for Information Technology, Human Resources, and Strategic Procurement.
- The Employee Benefit Pool had a planned surplus of \$5.807 million due to the continuation of including the cost of the GASB 75 OPEB implementation in the benefit rate to begin recovering the liability recorded against UNP. The Benefit Pool Reserve balance at year-end totals \$15.730 million. UMS Benefit Pool Reserve should have a balance sufficient to cover 3 to 6 months of claims or approximately \$17 to \$34 million.

When reviewing E&G and Auxiliary Enterprises operations separately, the actual results were \$13.966 million and \$1.360 million, respectively.

E & G FY2018						
	Operations			Transfers From/(To)		
Institution	Budget	Actual	Variance	Administrative Savings	Budget Stabilization	Net
UMAINE	\$ -	\$ 1,475,201	\$ 1,475,201	\$ -	\$ -	\$ 1,475,201
UMA	(990,828)	(957,105)	33,723	-	-	(957,105)
UMF	-	(1,323,317)	(1,323,317)	-	-	(1,323,317)
UMFK	504,618	648,385	143,767	-	-	648,385
UMM	-	472,364	472,364	-	-	472,364
UMPI	(264,515)	82,508	347,023	-	-	82,508
USM - Excluding Law	(3,077,749)	4,072,969	7,150,718	-	-	4,072,969
USM - Law	(688,119)	(1,964,563.91)	(1,276,445)	-	275,320	(1,689,244)
Campus Total	(4,516,593)	2,506,441	7,023,034	-	275,320	2,781,761
Governance	(695,414)	(366,984)	328,430	-	-	(366,984)
University Services	(89,085)	933,741	1,022,826	-	-	933,741
Early College	-	-	-	-	-	-
Admin. Savings	3,301,740	2,558,792	(742,948)	(2,558,792)	-	-
Addt'l Unrestricted Investment Income	-	2,018,555	2,018,555	-	(2,000,000)	18,555
Business Insurance	-	508,697	508,697	-	-	508,697
Employee Benefits	-	5,806,607	5,806,607	-	-	5,806,607
TOTAL	\$ (1,999,352)	\$ 13,965,848	\$ 15,965,200	\$ (2,558,792)	\$ (1,724,680)	\$ 9,682,376

AUXILIARY FY2018						
	Operations			Transfers From/(To)		
Institution	Budget	Actual	Variance	Administrative Savings	Budget Stabilization	Net
UMAINE	\$ -	\$ 1,599,439	\$ 1,599,439	\$ -	\$ -	\$ 1,599,439
UMA	(45,961)	(94,591)	(48,630)	-	-	(94,591)
UMF	47,835	(74,753)	(122,588)	-	-	(74,753)
UMFK	(195,682)	(337,232)	(141,550)	-	-	(337,232)
UMM	-	(101,348)	(101,348)	-	-	(101,348)
UMPI	264,515	18,189	(246,326)	-	-	18,189
USM	118,918	350,415	231,497	-	-	350,415
TOTAL	\$ 189,625	\$ 1,360,120	\$ 1,170,495	\$ -	\$ -	\$ 1,360,120

Travel & Memberships/Contributions Reporting

Public Law 2011, Chapter 616 requires periodic reporting of the actual travel & contribution costs to the Board of Trustees. Below are the budget to actual comparisons for FY2018.

Travel, Meals & Entertainment				
Funding Source	Annual Base Budget	YTD Actuals	Variance	
E&G/Auxiliary	\$ 6,136,018	\$ 6,963,015	\$ (826,997)	-13.5% *
Restricted/Other	4,423,601	5,044,542	(620,941)	-14.0%
Total	\$ 10,559,619	\$ 12,007,557	\$ (1,447,938)	-13.7%

**A significant portion of the E&G increased travel cost is attributed to student recruitment including athletes. Restricted travel for grants and contracts is covered by the grantor.*

Memberships, Gifts, Donations & Sponsorships				
Funding Source	Annual Base Budget	YTD Actuals	Variance	
E&G/Auxiliary	\$ 1,619,196	\$ 1,328,987	\$ 290,209	17.9%
Restricted/Other	521,938	2,150,741	(1,628,803)	-312.1% *
Total	\$ 2,141,134	\$ 3,479,728	\$ (1,338,594)	-62.5%

**Payover to the new USM Osher Map Library Foundation*



University of Maine System

Fall 2018 Enrollment Report

Robert Zuercher, UMS Senior Institutional Research & Planning Analyst
Justin Young, UMS Senior Institutional Research & Planning Analyst
October 26, 2017

Fall 2018 Enrollment Report – The University of Maine System

INTRODUCTION

The following report provides summary information regarding enrollment at the University of Maine System for the 2018 Fall Semester. All data reported is as of the census date, October 15, 2018.

Notes:

1. Some totals may not appear to sum correctly due to rounding (e.g., percentages).

Data Source: PeopleSoft Database; the University of Maine System; 10/15/2017.

Fall 2018 Enrollment Report – The University of Maine System

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Fall 2018 Enrollment Report – The University of Maine System

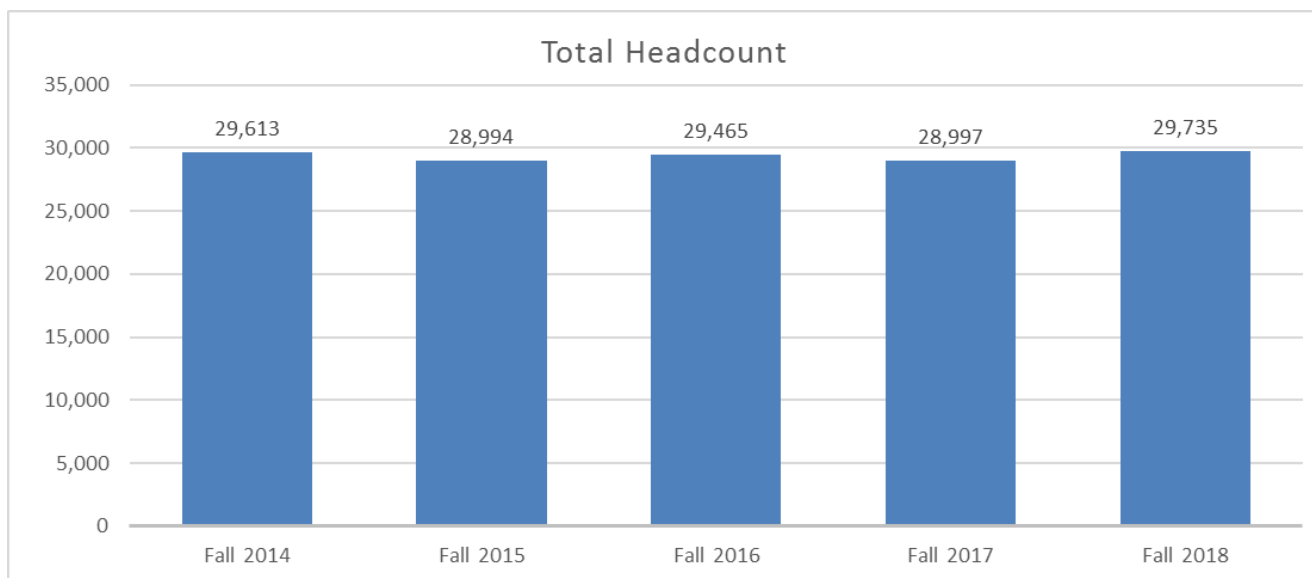
HIGHLIGHTS

- Compared to Fall 2017, undergraduate headcount and credit hours are up (2.2% and 0.6% respectively) across the system. UMA, UMF, UMPI, and USM experienced increases in undergraduate credit hours compared to last fall, while these credit hours declined slightly at UM and more significantly at UMF and UMM.
- Credit hours among Early College students experienced a marked increase (25.7%) compared to Fall 2017. Each and every campus saw an increase in Early College headcount and credit hours compared to the previous Fall semester. Credit hours from Early College programs now account for 4.7% of all undergraduate credit hours in the UMS.
- Graduate student credit hours were the highest they have been in the past five fall terms and showed an increase of 3.7% overall relative to Fall 2017. UMF witnessed the strongest and most consistent growth in graduate student credit hours (although such credit hours only account for 4.0% of UMF's overall credit hours this fall). Graduate credit hours also grew at both UM and USM since last Fall.
- Although credit hours from NEBHE students declined 6% since Fall 2017, there has been significant growth in credit hours among other out-of-state students (up 48.8% since Fall 2014). Meanwhile, credit hours among in-state students declined 8.3% over the past five Fall terms. Credit hours and headcounts have declined substantially at the Associate-degree level, driven largely by the elimination of two-year degree programs across the system in recent years.
- The number of First-time undergraduate students entering in Fall 2018 increased for the third year in a row, showing a 1% increase from the previous Fall term and an 8% increase from Fall 2014. However, entering transfer, readmits, and post-baccalaureate students declined compared to last Fall. Entering graduate students have increased 15.6% relative to Fall 2014. Entering law students also showed an increase of 4.8% compared to five years ago.
- Compared to either a year ago or five years ago, there are now more Black/African American, Hispanic/Latino, Asian, and multi-racial/ethnic students enrolled in the UMS, which helps to explain much of the growth in overall student headcounts. The total number of white students increased 2.5% since last year, while the total number of Non-Resident Alien (International) students has dropped by 12.2% since Fall 2017 (and by 25.6% in the last five years).
- The delivery of credit hours continued to shift toward Distance Education—toward Distance Online in particular, which grew by more than 8.6% since last year. Distance ITV and Video Conference modes are also up from last year, while Distance Onsite credit hours fell nearly 5%. Traditional campus credit hours declined only slightly over the past year (by 1%), and have declined by 2.6% over the past five years.

Fall 2018 Enrollment Report – The University of Maine System

Headcount by Campus and Student Level										
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Undergraduate	9,339	9,297	9,323	9,279	9,365	82.1%	0.9%	0.3%	
	Graduate	1,947	1,625	1,896	1,961	2,039	17.9%	4.0%	4.7%	
	Total	11,286	10,922	11,219	11,240	11,404	100.0%	1.5%	1.0%	
UMA	Undergraduate	4,664	4,683	4,416	4,014	4,128	100.0%	2.8%	-11.5%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	4,664	4,683	4,416	4,014	4,128	100.0%	2.8%	-11.5%	
UMF	Undergraduate	1,773	1,795	1,782	1,811	1,736	85.1%	-4.1%	-2.1%	
	Graduate	187	221	218	269	304	14.9%	13.0%	62.6%	
	Total	1,960	2,016	2,000	2,080	2,040	100.0%	-1.9%	4.1%	
UMFK	Undergraduate	1,327	1,559	1,904	1,760	1,794	100.0%	1.9%	35.2%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	1,327	1,559	1,904	1,760	1,794	100.0%	1.9%	35.2%	
UMM	Undergraduate	810	786	745	701	675	100.0%	-3.7%	-16.7%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	810	786	745	701	675	100.0%	-3.7%	-16.7%	
UMPI	Undergraduate	1,138	1,289	1,326	1,408	1,554	100.0%	10.4%	36.6%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	1,138	1,289	1,326	1,408	1,554	100.0%	10.4%	36.6%	
USM	Undergraduate	6,628	6,126	6,189	6,110	6,390	78.5%	4.6%	-3.6%	
	Graduate	1,544	1,359	1,424	1,443	1,497	18.4%	3.7%	-3.0%	
	Law	256	254	242	241	253	3.1%	5.0%	-1.2%	
	Total	8,428	7,739	7,855	7,794	8,140	100.0%	4.4%	-3.4%	
Total	Undergraduate	25,679	25,535	25,685	25,083	25,642	86.2%	2.2%	-0.1%	
	Graduate	3,678	3,205	3,538	3,673	3,840	12.9%	4.5%	4.4%	
	Law	256	254	242	241	253	0.9%	5.0%	-1.2%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	
Unduplicated Total*		29,052	28,446	28,861	28,465	29,154	100.0%	2.4%	0.4%	

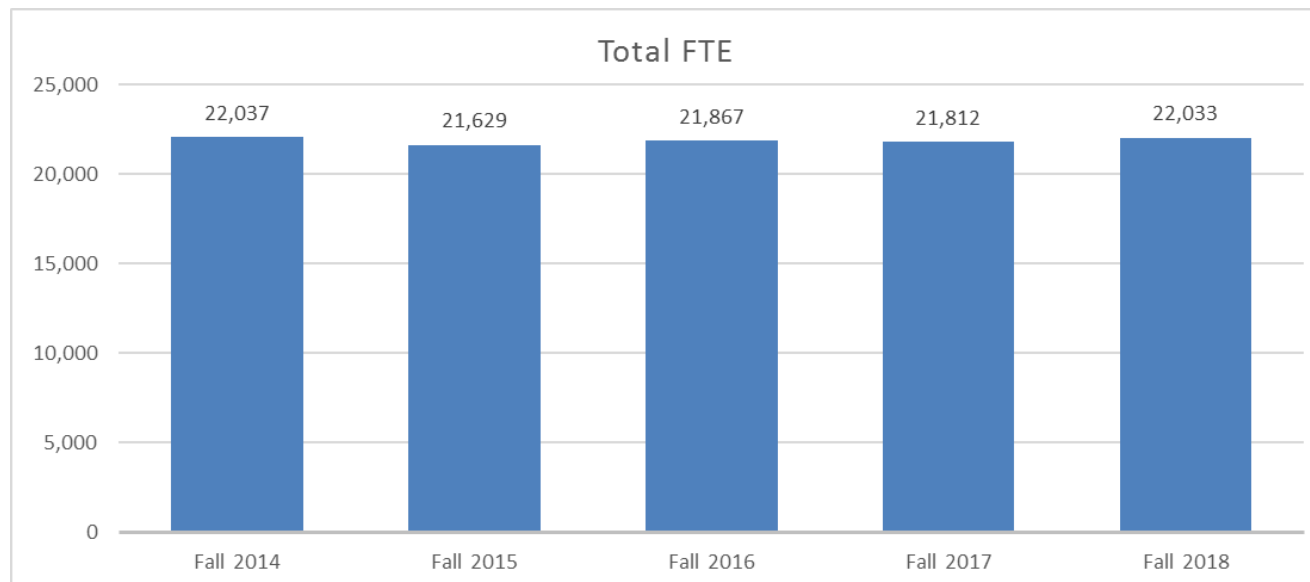
Note: *The “Unduplicated Total” is the number of unique students enrolled in the UMS. Students may be enrolled in one or more UMS institutions, but they are only counted once in the “Unduplicated Total.”



Fall 2018 Enrollment Report – The University of Maine System

FTE by Campus and Student Level

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Undergraduate	8,393	8,378	8,526	8,635	8,618	88.4%	-0.2%	2.7%	
	Graduate	1,119	993	1,068	1,085	1,132	11.6%	4.3%	1.2%	
	Total	9,512	9,371	9,594	9,720	9,750	100.0%	0.3%	2.5%	
UMA	Undergraduate	2,615	2,626	2,422	2,169	2,247	100.0%	3.6%	-14.0%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	2,615	2,626	2,422	2,169	2,247	100.0%	3.6%	-14.0%	
UMF	Undergraduate	1,624	1,645	1,626	1,628	1,528	93.1%	-6.1%	-5.9%	
	Graduate	72	79	83	96	114	6.9%	18.8%	59.0%	
	Total	1,695	1,724	1,709	1,723	1,641	100.0%	-4.8%	-3.2%	
UMFK	Undergraduate	838	911	1,052	950	954	100.0%	0.4%	13.9%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	838	911	1,052	950	954	100.0%	0.4%	13.9%	
UMM	Undergraduate	516	493	492	452	425	100.0%	-6.1%	-17.6%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	516	493	492	452	425	100.0%	-6.1%	-17.6%	
UMPI	Undergraduate	779	823	885	903	933	100.0%	3.3%	19.8%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	779	823	885	903	933	100.0%	3.3%	19.8%	
USM	Undergraduate	4,712	4,404	4,440	4,580	4,730	77.8%	3.3%	0.4%	
	Graduate	1,124	1,040	1,044	1,086	1,106	18.2%	1.8%	-1.6%	
	Law	246	237	229	228	247	4.1%	7.9%	0.2%	
	Total	6,083	5,681	5,713	5,894	6,082	100.0%	3.2%	0.0%	
Total	Undergraduate	19,476	19,280	19,443	19,316	19,435	88.2%	0.6%	-0.2%	
	Graduate	2,314	2,112	2,195	2,267	2,352	10.7%	3.7%	1.6%	
	Law	246	237	229	228	247	1.1%	7.9%	0.2%	
	Total	22,037	21,629	21,867	21,812	22,033	100.0%	1.0%	0.0%	

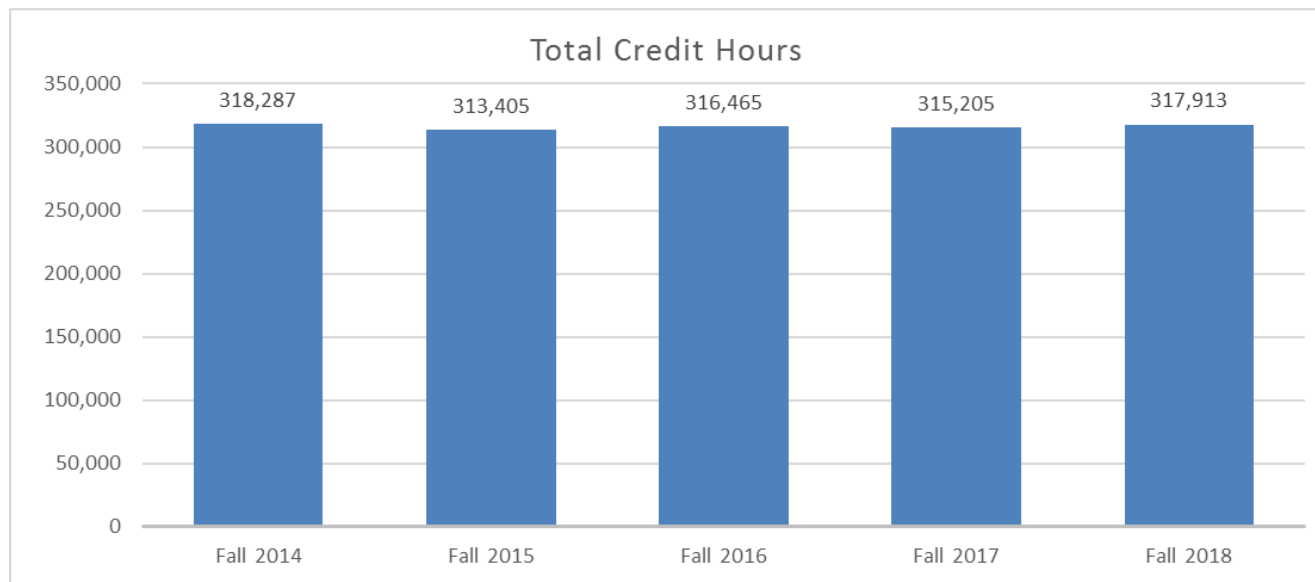


Note: The formula for calculating Fall FTE (for all campuses except UMF starting in Fall 2006) is as follows:
 Fall Undergraduate Credit Hours/15 + Fall Professional (Law) Credit Hours/15 + Fall Graduate Credit Hours/9 = Fall FTE + UMF: Fall Undergraduate Credit Hours/16 + Fall Graduate Credit Hours/9 = Fall FTE

Fall 2018 Enrollment Report – The University of Maine System

Credit Hours by Campus and Student Level

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Undergraduate	125,898	125,673	127,895	129,520	129,264	92.7%	-0.2%	2.7%	
	Graduate	10,067	8,936	9,609	9,767	10,189	7.3%	4.3%	1.2%	
	Total	135,965	134,609	137,504	139,287	139,453	100.0%	0.1%	2.6%	
UMA	Undergraduate	39,219	39,390	36,332	32,531	33,644	100.0%	3.4%	-14.2%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	39,219	39,390	36,332	32,531	33,644	100.0%	3.4%	-14.2%	
UMF	Undergraduate	25,980	26,320	26,008	26,043	24,443	96.0%	-6.1%	-5.9%	
	Graduate	644	714	747	861	1,023	4.0%	18.8%	59.0%	
	Total	26,624	27,034	26,755	26,904	25,466	100.0%	-5.3%	-4.3%	
UMFK	Undergraduate	12,565	13,658	15,780	14,256	14,316	100.0%	0.4%	13.9%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	12,565	13,658	15,780	14,256	14,316	100.0%	0.4%	13.9%	
UMM	Undergraduate	7,736	7,394	7,384	6,785	6,440	100.0%	-5.1%	-16.8%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	7,736	7,394	7,384	6,785	6,440	100.0%	-5.1%	-16.8%	
UMPI	Undergraduate	11,685	12,351	13,275	13,543	13,993	100.0%	3.3%	19.8%	
	Graduate	0	0	0	0	0	0.0%	N/A	N/A	
	Total	11,685	12,351	13,275	13,543	13,993	100.0%	3.3%	19.8%	
USM	Undergraduate	70,682	66,053	66,603	68,697	70,950	83.9%	3.3%	0.4%	
	Graduate	10,119	9,360	9,396	9,775	9,953	11.8%	1.8%	-1.6%	
	Law	3,692	3,557	3,436	3,427	3,699	1.3%	7.9%	0.2%	
	Total	84,493	78,970	79,435	81,899	84,602	100.0%	3.3%	0.1%	
Total	Undergraduate	293,765	290,838	293,277	291,375	293,050	92.2%	0.6%	-0.2%	
	Graduate	20,830	19,010	19,752	20,403	21,165	6.7%	3.7%	1.6%	
	Law	3,692	3,557	3,436	3,427	3,699	1.2%	7.9%	0.2%	
	Total	318,287	313,405	316,465	315,205	317,913	100.0%	0.9%	-0.1%	



Fall 2018 Enrollment Report – The University of Maine System

Fall 2018 High School Early College Students by Campus and Academic Plan

	High School Plan Type	Head Count	% Total Underg	FTE	% Total Underg	Credit Hours	% Total Underg
UM	Aspirations (including Academ-e)	221	2.4%	52.7	0.6%	790	0.6%
	Bridge-Year	19	0.2%	3.3	0.0%	50	0.0%
	UM Early College Total	240	2.6%	56.0	0.6%	840	0.6%
	UM Undergraduate Total	9,365	100.0%	8,618.0	100.0%	129,264	100.0%
UMA	Aspirations	403	9.8%	105.6	4.7%	1,584	4.7%
	Bridge-Year	116	2.8%	71.8	3.2%	1,077	3.2%
	UMA Early College Total	519	12.6%	177.4	7.9%	2,661	7.9%
	UMA Undergraduate Total	4,128	100.0%	2,247.0	100.0%	33,644	100.0%
UMF	Aspirations	11	0.6%	3.5	0.2%	56	0.2%
	Dual Enrollment	64	3.7%	17.3	1.1%	276	1.1%
	UMF Early College Total	75	0.5%	21	0.1%	332	0.1%
	UMF Undergraduate Total	1,736	100.0%	1,528.0	100.0%	24,443	100.0%
UMFK	Aspirations	222	12.4%	54.8	5.7%	822	5.7%
	Dual Enrollment	528	29.4%	135.9	14.2%	2,039	14.2%
	UMFK Early College Total	750	41.8%	190.7	20.0%	2,861	20.0%
	UMFK Undergraduate Total	1,794	100.0%	954.0	100.0%	14,316	100.0%
UMM	Aspirations	93	13.8%	22.1	5.2%	332	5.2%
	UMM Early College Total	93	13.8%	22.1	5.2%	332	5.2%
	UMM Undergraduate Total	675	100.0%	425.0	100.0%	6,440	100.0%
UMPI	Aspirations	52	3.3%	21.3	2.3%	320	2.3%
	Dual Enrollment	574	36.9%	217.0	23.3%	3,255	23.3%
	UMPI Early College Total	626	40.3%	238.3	25.5%	3,575	25.5%
	UMPI Undergraduate Total	1,554	100.0%	933.0	100.0%	13,993	100.0%
USM	Aspirations	199	3.1%	60.1	1.3%	901	1.3%
	Dual Enrollment	519	8.1%	145.7	3.1%	2,186	3.1%
	USM Early College Total	718	11.2%	205.8	4.4%	3,087	4.4%
	USM Undergraduate Total	6,390	100.0%	4,730.0	100.0%	70,950	100.0%
Grand Total Early College		3,031	11.8%	913.8	4.7%	13,728	4.7%
Grand Total Undergraduate		25,642	100.0%	19,435.0	100.0%	293,050	100.0%

Unduplicated Headcount of Early College* 2,771

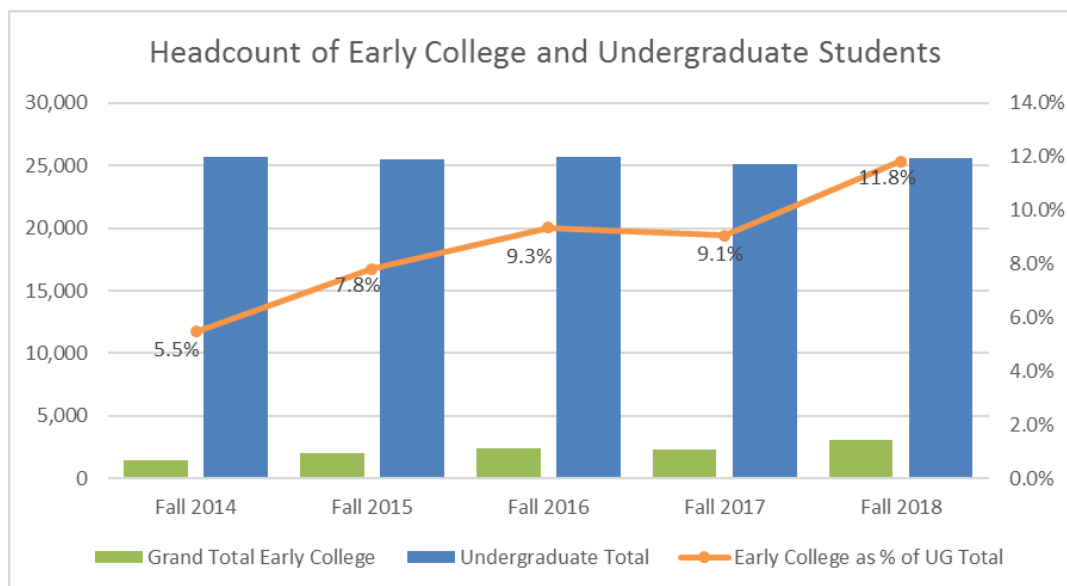
Note: *The “Unduplicated Headcount” is the number of unique Early College students enrolled in the UMS. Students may be enrolled in one or more Early College programs at more than on UMS institution, but they are only counted once in the “Unduplicated Headcount.”

Fall 2018 Enrollment Report – The University of Maine System

Headcount of Early College and Undergraduate Students by Campus

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change	
							1-year	5-year
UM	Early College Total	263	235	230	144	240	66.7%	-8.7%
	Undergraduate Total	9,339	9,297	9,323	9,279	9,365	0.9%	0.3%
	Early College as % of UG Total	2.8%	2.5%	2.5%	1.6%	2.6%	65.1%	-9.0%
UMA	Early College Total	235	373	394	397	529	33.2%	125.1%
	Undergraduate Total	4,664	4,683	4,416	4,014	4,128	2.8%	-11.5%
	Early College as % of UG Total	5.0%	8.0%	8.9%	9.9%	12.8%	29.6%	154.3%
UMF	Early College Total	8	12	9	47	75	59.6%	837.5%
	Undergraduate Total	1,773	1,795	1,782	1,811	1,736	-4.1%	-2.1%
	Early College as % of UG Total	0.5%	0.7%	0.5%	2.6%	4.3%	66.5%	857.5%
UMFK	Early College Total	265	479	755	657	750	14.2%	183.0%
	Undergraduate Total	1,327	1,559	1,904	1,760	1,794	1.9%	35.2%
	Early College as % of UG Total	20.0%	30.7%	39.7%	37.3%	41.8%	12.0%	109.3%
UMM	Early College Total	81	91	70	69	93	34.8%	14.8%
	Undergraduate Total	810	786	745	701	675	-3.7%	-16.7%
	Early College as % of UG Total	10.0%	11.6%	9.4%	9.8%	13.8%	40.0%	37.8%
UMPI	Early College Total	86	256	388	459	626	36.4%	627.9%
	Undergraduate Total	1,138	1,289	1,326	1,408	1,554	10.4%	36.6%
	Early College as % of UG Total	7.6%	19.9%	29.3%	32.6%	40.3%	23.6%	433.0%
USM	Early College Total	468	552	555	500	718	43.6%	53.4%
	Undergraduate Total	6,628	6,126	6,189	6,110	6,390	4.6%	-3.6%
	Early College as % of UG Total	7.1%	9.0%	9.0%	8.2%	11.2%	37.3%	59.1%
Total	Grand Total Early College	1,406	1,998	2,401	2,273	3,031	33.3%	115.6%
	Undergraduate Total	25,679	25,535	25,685	25,083	25,642	2.2%	-0.1%
	Early College as % of UG Total	5.5%	7.8%	9.3%	9.1%	11.8%	30.4%	115.9%
	Unduplicated Headcount of Early College*	-	-	2,211	2,175	2,771	27.4%	-

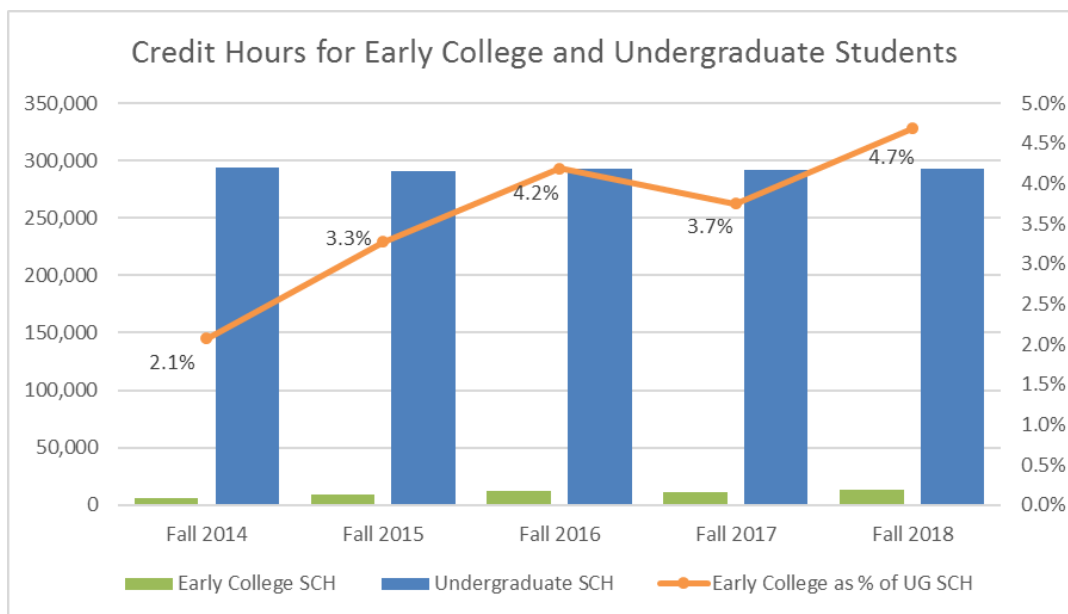
Note: * Unduplicated headcounts are not provided prior to Fall 2016, as not all institutions coded Early College students using the academic plan field.



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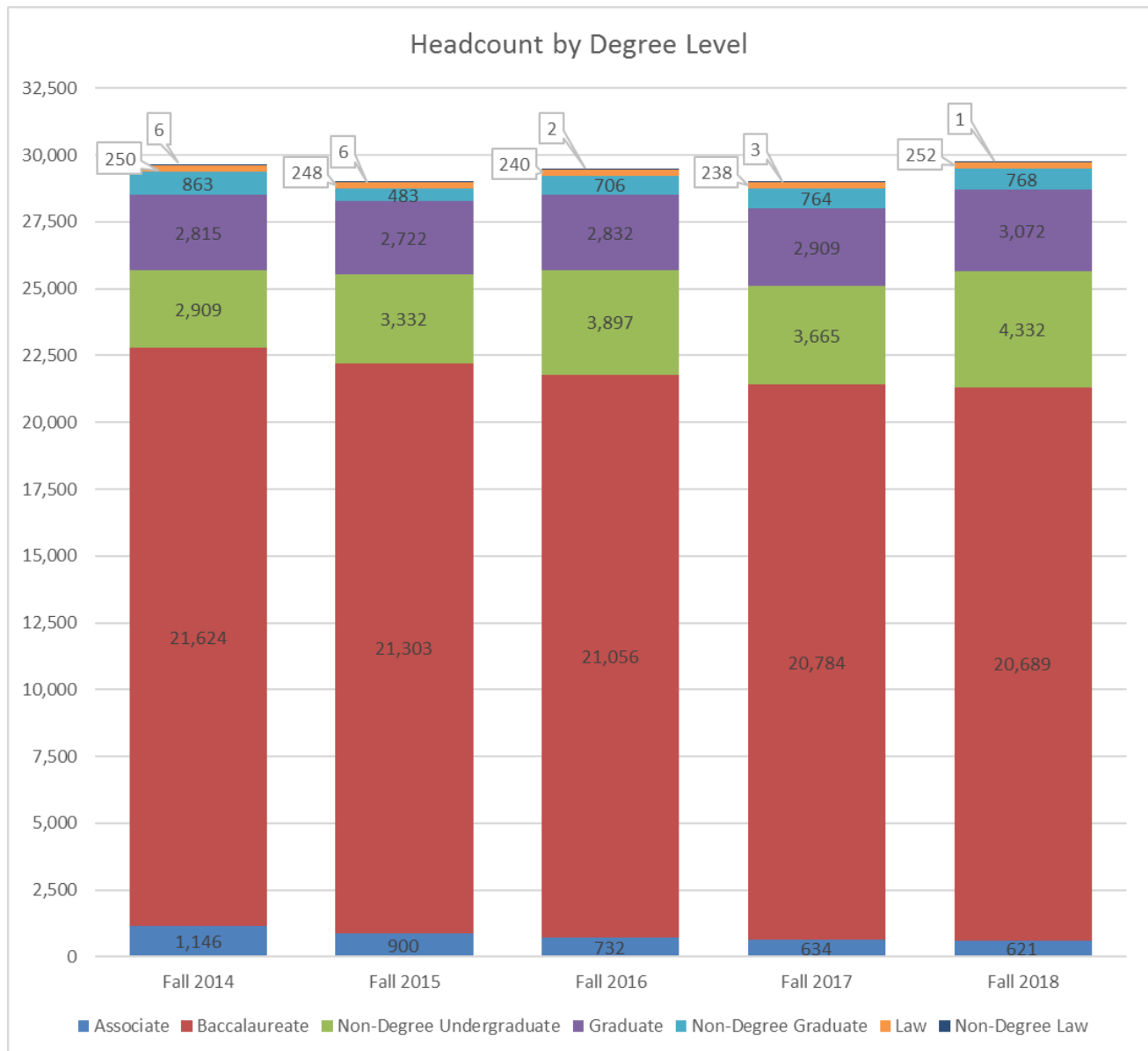
Credit Hours for Early College and Undergraduate Students by Campus

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change	
							1-year	5-year
UM	Early College SCH	1,448	890	760	506	840	66.0%	-42.0%
	Undergraduate SCH	125,898	125,673	127,895	129,520	129,264	-0.2%	2.7%
	Early College as % of UG SCH	1.2%	0.7%	0.6%	0.4%	0.6%	66.3%	-43.5%
UMA	Early College SCH	959	2,707	2,889	2,387	2,701	13.2%	181.6%
	Undergraduate SCH	39,219	39,390	36,332	32,531	33,644	3.4%	-14.2%
	Early College as % of UG SCH	2.4%	6.9%	8.0%	7.3%	8.0%	9.4%	228.3%
UMF	Early College SCH	29	56	34	196	332	69.4%	1044.8%
	Undergraduate SCH	25,980	26,320	26,008	26,043	24,443	-6.1%	-5.9%
	Early College as % of UG SCH	0.1%	0.2%	0.1%	0.8%	1.4%	80.5%	1116.8%
UMFK	Early College SCH	1,110	2,031	3,099	2,658	2,861	7.6%	157.7%
	Undergraduate SCH	12,565	13,658	15,780	14,256	14,316	0.4%	13.9%
	Early College as % of UG SCH	8.8%	14.9%	19.6%	18.6%	20.0%	7.2%	126.2%
UMM	Early College SCH	294	301	266	269	332	23.4%	12.9%
	Undergraduate SCH	7,736	7,394	7,384	6,785	6,440	-5.1%	-16.8%
	Early College as % of UG SCH	3.8%	4.1%	3.6%	4.0%	5.2%	30.0%	35.7%
UMPI	Early College SCH	317	1,191	2,789	2,742	3,575	30.4%	1027.8%
	Undergraduate SCH	11,685	12,351	13,275	13,543	13,993	3.3%	19.8%
	Early College as % of UG SCH	2.7%	9.6%	21.0%	20.2%	25.5%	26.2%	841.7%
USM	Early College SCH	1,921	2,349	2,453	2,167	3,087	42.5%	60.7%
	Undergraduate SCH	70,682	66,053	66,603	68,697	70,950	3.3%	0.4%
	Early College as % of UG SCH	2.7%	3.6%	3.7%	3.2%	4.4%	37.9%	60.1%
Total	Early College SCH	6,078	9,525	12,290	10,925	13,728	25.7%	125.9%
	Undergraduate SCH	293,765	290,839	293,277	291,375	293,050	0.6%	-0.2%
	Early College as % of UG SCH	2.1%	3.3%	4.2%	3.7%	4.7%	24.9%	126.4%



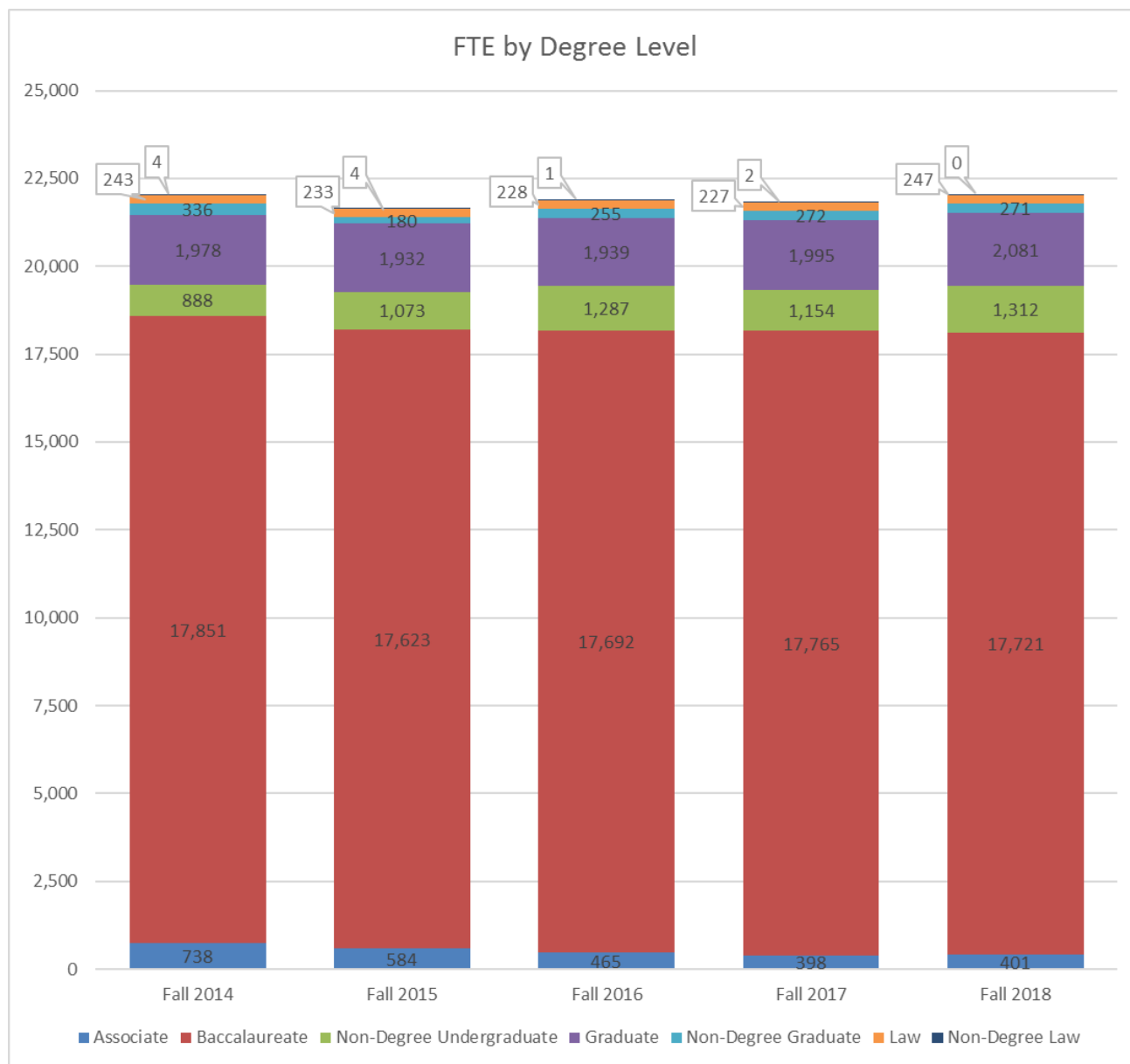
Fall 2018 Enrollment Report – The University of Maine System

	Headcount by Degree Level						% Change		Trend Line
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	1-Year	5-year	
Associate	1,146	900	732	634	621	2.1%	-2.1%	-45.8%	
Baccalaureate	21,624	21,303	21,056	20,784	20,689	69.6%	-0.5%	-4.3%	
Non-Degree Undergraduate	2,909	3,332	3,897	3,665	4,332	14.6%	18.2%	48.9%	
Graduate	2,815	2,722	2,832	2,909	3,072	10.3%	5.6%	9.1%	
Non-Degree Graduate	863	483	706	764	768	2.6%	0.5%	-11.0%	
Law	250	248	240	238	252	0.8%	5.9%	0.8%	
Non-Degree Law	6	6	2	3	1	0.0%	-66.7%	-83.3%	
Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	



Fall 2018 Enrollment Report – The University of Maine System

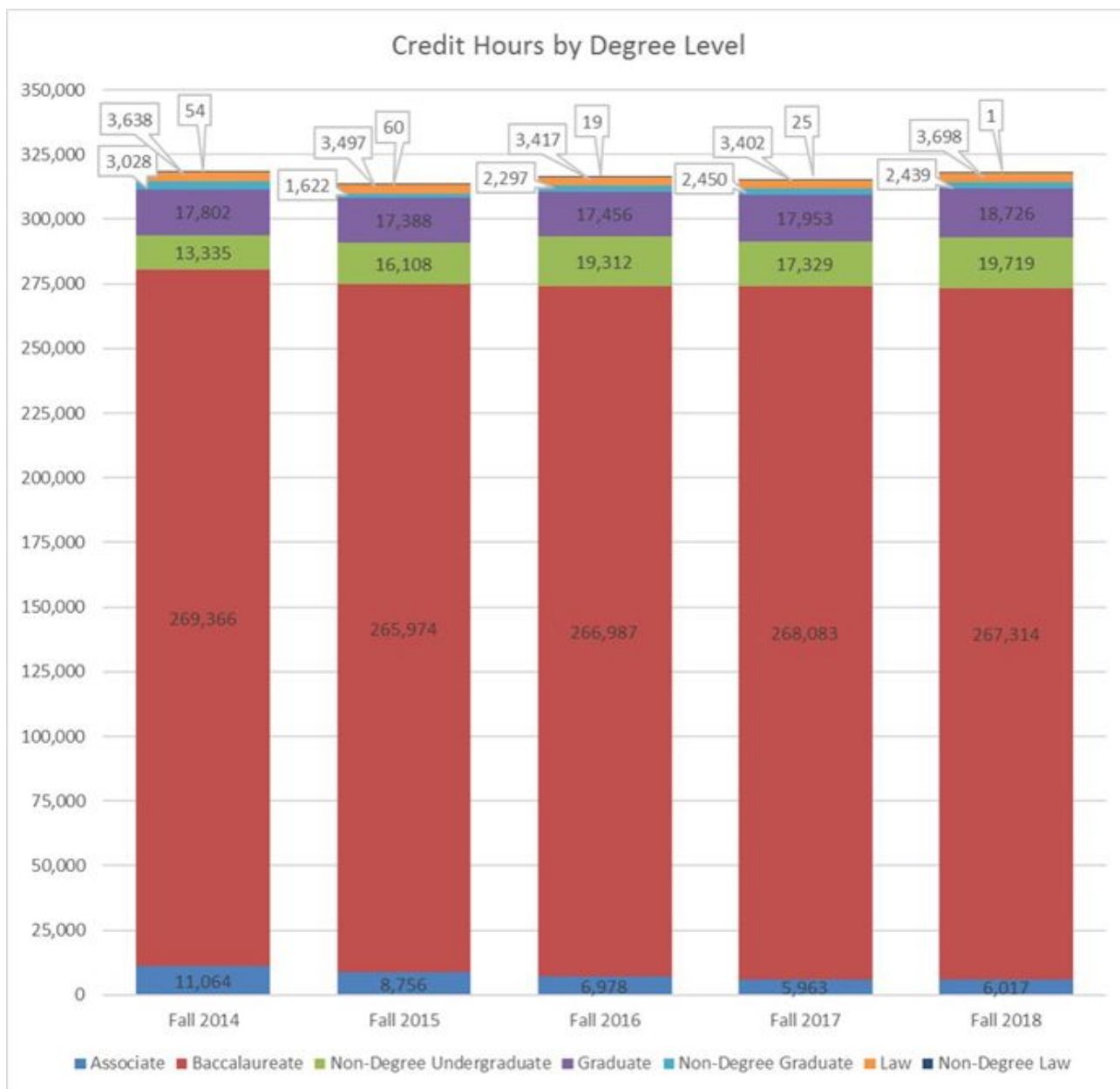
	FTE by Degree Level						% Change		Trend Line
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	1-Year	5-year	
Associate	738	584	465	398	401	1.8%	0.9%	-45.6%	
Baccalaureate	17,851	17,623	17,692	17,765	17,721	80.4%	-0.2%	-0.7%	
Non-Degree Undergraduate	888	1,073	1,287	1,154	1,312	6.0%	13.8%	47.8%	
Graduate	1,978	1,932	1,939	1,995	2,081	9.4%	4.3%	5.2%	
Non-Degree Graduate	336	180	255	272	271	1.2%	-0.4%	-19.4%	
Law	243	233	228	227	247	1.1%	8.7%	1.7%	
Non-Degree Law	4	4	1	2	0	0.0%	-96.0%	-98.1%	
Total	22,037	21,629	21,867	21,812	22,033	100.0%	1.0%	0.0%	



Fall 2018 Enrollment Report – The University of Maine System

Credit Hours by Degree Level

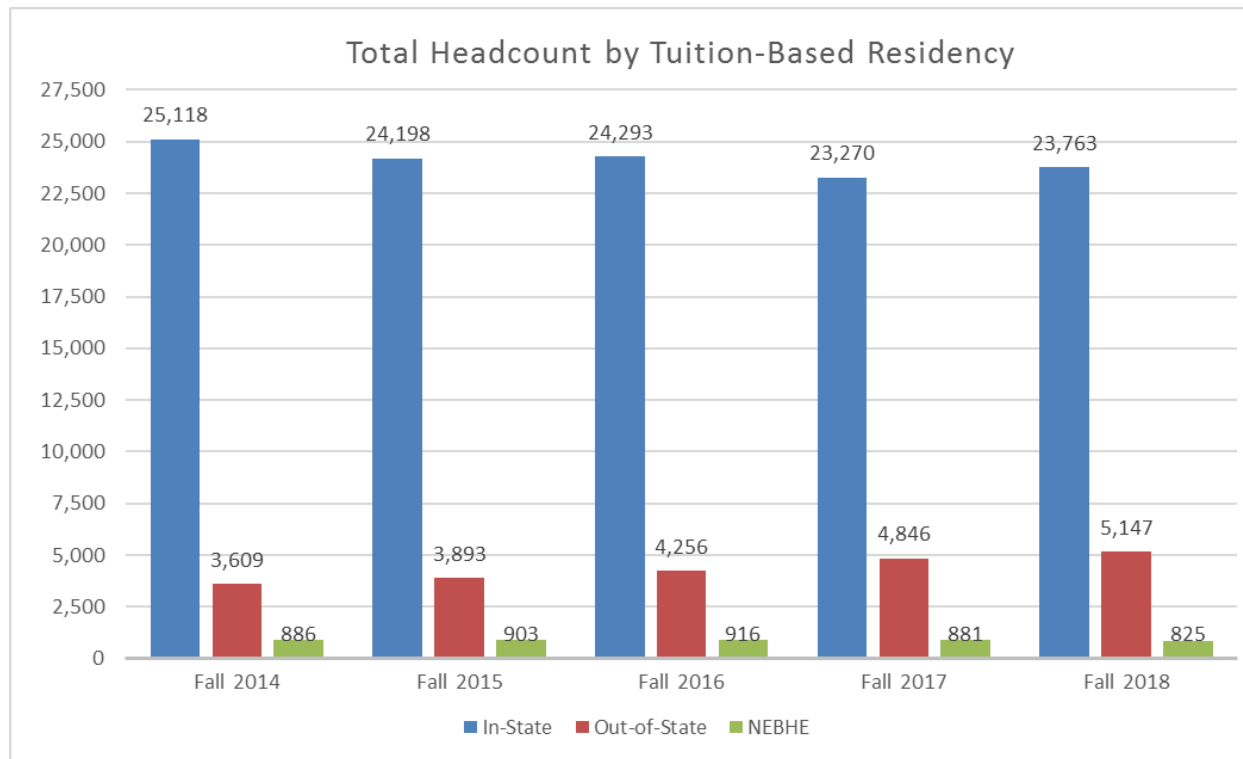
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
							1-Year	5-year	
Associate	11,064	8,756	6,978	5,963	6,017	1.9%	0.9%	-45.6%	
Baccalaureate	269,366	265,974	266,987	268,083	267,314	84.1%	-0.3%	-0.8%	
Non-Degree Undergraduate	13,335	16,108	19,312	17,329	19,719	6.2%	13.8%	47.9%	
Graduate	17,802	17,388	17,456	17,953	18,726	5.9%	4.3%	5.2%	
Non-Degree Graduate	3,028	1,622	2,297	2,450	2,439	0.8%	-0.4%	-19.4%	
Law	3,638	3,497	3,417	3,402	3,698	1.2%	8.7%	1.6%	
Non-Degree Law	54	60	19	25	1	0.0%	-96.0%	-98.1%	
Total	318,287	313,405	316,465	315,204	317,913	100.0%	0.9%	-0.1%	



Fall 2018 Enrollment Report – The University of Maine System

Headcount by Student Level and Tuition-Based Residency

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
Undergraduate	In-State	21,849	21,455	21,243	20,107	20,474	79.8%	1.8%	-6.3%	
	Out-of-State	3,005	3,230	3,574	4,138	4,382	17.1%	5.9%	45.8%	
	NEBHE	825	850	868	838	786	3.1%	-6.2%	-4.7%	
	Total	25,679	25,535	25,685	25,083	25,642	100.0%	2.2%	-0.1%	
Graduate	In-State	3,075	2,548	2,870	2,983	3,114	81.1%	4.4%	1.3%	
	Out-of-State	554	611	624	649	692	18.0%	6.6%	24.9%	
	NEBHE	49	46	44	41	34	0.9%	-17.1%	-30.6%	
	Total	3,678	3,205	3,538	3,673	3,840	100.0%	4.5%	4.4%	
Law	In-State	194	195	180	180	175	69.2%	-2.8%	-9.8%	
	Out-of-State	50	52	58	59	73	28.9%	23.7%	46.0%	
	NEBHE	12	7	4	2	5	2.0%	150.0%	-58.3%	
	Total	256	254	242	241	253	100.0%	5.0%	-1.2%	
Total	In-State	25,118	24,198	24,293	23,270	23,763	79.9%	2.1%	-5.4%	
	Out-of-State	3,609	3,893	4,256	4,846	5,147	17.3%	6.2%	42.6%	
	NEBHE	886	903	916	881	825	2.8%	-6.4%	-6.9%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	


Notes:

1. The following table shows student residency based on the tuition rate.
2. Students enrolled under the New England Regional Student Program (NEBHE) pay 150% of in-state tuition, which may include out-of-state students and Canadian students.
3. Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

































Fall 2018 Enrollment Report – The University of Maine System

Headcount by Campus and Tuition-Based Residency										
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	In-state	8,368	7,779	7,798	7,420	7,351	64.5%	-0.9%	-12.2%	
	Out-of-state	2,349	2,546	2,791	3,205	3,464	30.4%	8.1%	47.5%	
	NEBHE	569	597	630	615	589	5.2%	-4.2%	3.5%	
	Total	11,286	10,922	11,219	11,240	11,404	100.0%	1.5%	1.0%	
UMA	In-state	4,513	4,497	4,262	3,849	3,931	95.2%	2.1%	-12.9%	
	Out-of-state	139	170	142	145	179	4.3%	23.4%	28.8%	
	NEBHE	12	16	12	20	18	0.4%	-10.0%	50.0%	
	Total	4,664	4,683	4,416	4,014	4,128	100.0%	2.8%	-11.5%	
UMF	In-state	1,674	1,722	1,704	1,782	1,741	85.3%	-2.3%	4.0%	
	Out-of-state	207	208	195	202	207	10.1%	2.5%	0.0%	
	NEBHE	79	86	101	96	92	4.5%	-4.2%	16.5%	
	Total	1,960	2,016	2,000	2,080	2,040	100.0%	-1.9%	4.1%	
UMFK	In-state	1,191	1,404	1,708	1,566	1,597	89.0%	2.0%	34.1%	
	Out-of-state	108	127	183	185	195	10.9%	5.4%	80.6%	
	NEBHE	28	28	13	9	2	0.1%	-77.8%	-92.9%	
	Total	1,327	1,559	1,904	1,760	1,794	100.0%	1.9%	35.2%	
UMM	In-state	701	683	633	618	611	90.5%	-1.1%	-12.8%	
	Out-of-state	87	78	87	60	46	6.8%	-23.3%	-47.1%	
	NEBHE	22	25	25	23	18	2.7%	-21.7%	-18.2%	
	Total	810	786	745	701	675	100.0%	-3.7%	-16.7%	
UMPI	In-state	1,022	1,165	1,193	1,252	1,404	90.3%	12.1%	37.4%	
	Out-of-state	53	71	97	128	131	8.4%	2.3%	147.2%	
	NEBHE	63	53	36	28	19	1.2%	-32.1%	-69.8%	
	Total	1,138	1,289	1,326	1,408	1,554	100.0%	10.4%	36.6%	
USM	In-state	7,649	6,948	6,995	6,783	7,128	87.6%	5.1%	-6.8%	
	Out-of-state	666	693	761	921	925	11.4%	0.4%	38.9%	
	NEBHE	113	98	99	90	87	1.1%	-3.3%	-23.0%	
	Total	8,428	7,739	7,855	7,794	8,140	100.0%	4.4%	-3.4%	
Total	In-state	25,118	24,198	24,293	23,270	23,763	79.9%	2.1%	-5.4%	
	Out-of-state	3,609	3,893	4,256	4,846	5,147	17.3%	6.2%	42.6%	
	NEBHE	886	903	916	881	825	2.8%	-6.4%	-6.9%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	

Notes:

1. The following table shows student residency based on the student's tuition rate.
2. Students enrolled under the New England Regional Student Program (NEBHE) pay 150% of in-state tuition, which may include out-of-state students and Canadian students.
3. Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

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









Credit Hours by Campus and Tuition-Based Residency										
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
UM	In-state	98,588	94,387	93,004	88,522	85,641	61.4%	-3.3%	-13.1%	
	Out-of-state	29,358	31,748	35,547	41,957	45,413	32.6%	8.2%	54.7%	
	NEBHE	8,020	8,474	8,953	8,808	8,399	6.0%	-4.6%	4.7%	
	Total	135,965	134,609	137,504	139,287	139,453	100.0%	0.1%	2.6%	
UMA	In-state	37,897	37,825	35,057	31,111	31,893	94.8%	2.5%	-15.8%	
	Out-of-state	1,217	1,454	1,199	1,256	1,599	4.8%	27.3%	31.4%	
	NEBHE	105	111	76	164	152	0.5%	-7.3%	44.8%	
	Total	39,219	39,390	36,332	32,531	33,644	100.0%	3.4%	-14.2%	
UMF	In-state	22,266	22,584	22,302	22,371	21,023	82.6%	-6.0%	-5.6%	
	Out-of-state	3,098	3,112	2,898	3,043	3,051	12.0%	0.3%	-1.5%	
	NEBHE	1,260	1,338	1,555	1,490	1,392	5.5%	-6.6%	10.5%	
	Total	26,624	27,034	26,755	26,904	25,466	100.0%	-5.3%	-4.3%	
UMFK	In-state	10,662	11,438	13,083	11,723	11,688	81.6%	-0.3%	9.6%	
	Out-of-state	1,506	1,836	2,504	2,429	2,610	18.2%	7.4%	73.3%	
	NEBHE	397	384	193	104	19	0.1%	-81.7%	-95.2%	
	Total	12,565	13,658	15,780	14,256	14,316	100.0%	0.4%	13.9%	
UMM	In-state	6,281	6,068	5,888	5,740	5,665	88.0%	-1.3%	-9.8%	
	Out-of-state	1,162	971	1,155	809	578	9.0%	-28.6%	-50.3%	
	NEBHE	293	355	341	236	197	3.1%	-16.5%	-32.8%	
	Total	7,736	7,394	7,384	6,785	6,440	100.0%	-5.1%	-16.8%	
UMPI	In-state	10,207	10,731	11,576	11,441	11,990	85.7%	4.8%	17.5%	
	Out-of-state	646	940	1,238	1,731	1,762	12.6%	1.8%	172.8%	
	NEBHE	832	680	461	371	241	1.7%	-35.0%	-71.0%	
	Total	11,685	12,351	13,275	13,543	13,993	100.0%	3.3%	19.8%	
USM	In-state	74,949	69,204	68,437	68,990	71,320	84.3%	3.4%	-4.8%	
	Out-of-state	8,088	8,525	9,679	11,722	12,068	14.3%	3.0%	49.2%	
	NEBHE	1,456	1,241	1,319	1,187	1,214	1.4%	2.2%	-16.7%	
	Total	84,493	78,970	79,435	81,899	84,602	100.0%	3.3%	0.1%	
Total	In-state	260,849	252,236	249,347	239,897	239,219	75.2%	-0.3%	-8.3%	
	Out-of-state	45,075	48,585	54,220	62,947	67,081	21.1%	6.6%	48.8%	
	NEBHE	12,363	12,583	12,898	12,360	11,614	3.7%	-6.0%	-6.1%	
	Total	318,287	313,405	316,465	315,204	317,913	100.0%	0.9%	-0.1%	

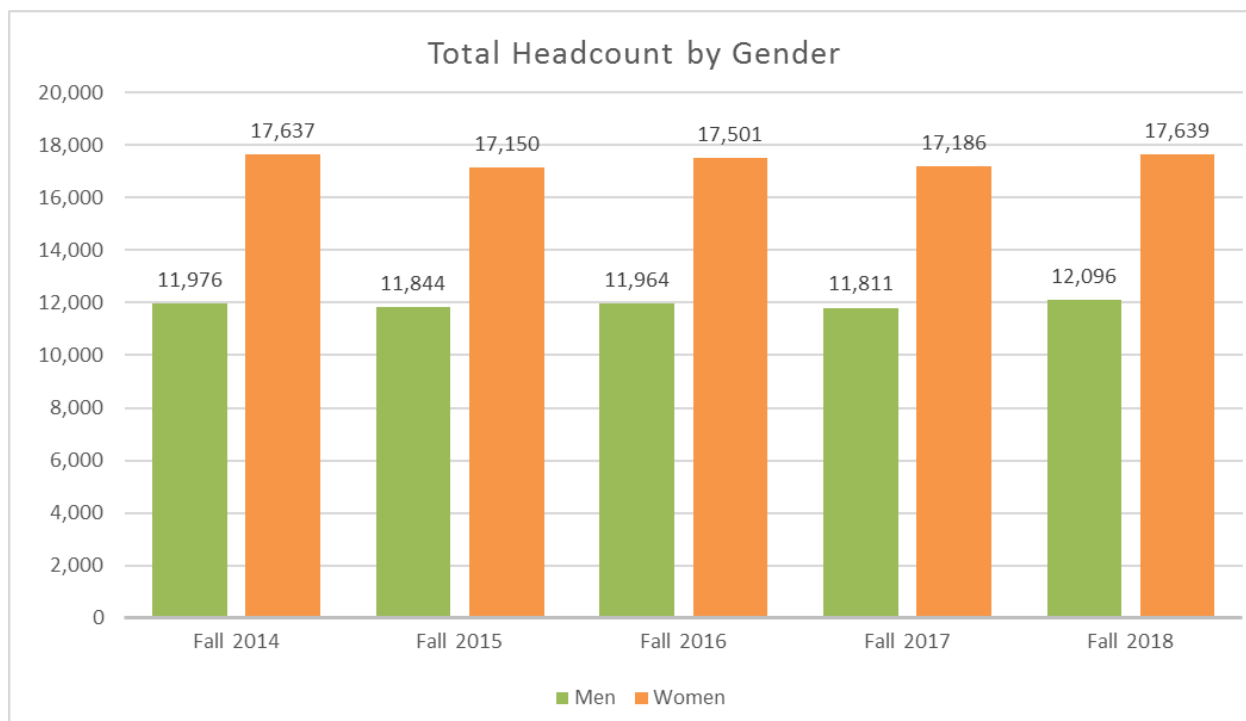
Notes:

1. The following table shows student residency based on the student's tuition rate.
2. Students enrolled under the New England Regional Student Program (NEBHE) pay 150% of in-state tuition, which may include out-of-state students and Canadian students.
3. Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

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Headcount by Student Level and Gender

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
Undergraduate	Men	10,713	10,646	10,736	10,589	10,862	42.4%	2.6%	1.4%	
	Women	14,966	14,889	14,949	14,494	14,780	57.6%	2.0%	-1.2%	
	Total	25,679	25,535	25,685	25,083	25,642	100.0%	2.2%	-0.1%	
Graduate	Men	1,135	1,072	1,110	1,109	1,120	29.2%	1.0%	-1.3%	
	Women	2,543	2,133	2,428	2,564	2,720	70.8%	6.1%	7.0%	
	Total	3,678	3,205	3,538	3,673	3,840	100.0%	4.5%	4.4%	
Law	Men	128	126	118	113	114	45.1%	0.9%	-10.9%	
	Women	128	128	124	128	139	54.9%	8.6%	8.6%	
	Total	256	254	242	241	253	100.0%	5.0%	-1.2%	
Total	Men	11,976	11,844	11,964	11,811	12,096	40.7%	2.4%	1.0%	
	Women	17,637	17,150	17,501	17,186	17,639	59.3%	2.6%	0.0%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	



Note: Gender assigned proportionally by campus starting in Fall 2016 for any unknowns represented in the source data.

























Fall 2018 Enrollment Report – The University of Maine System

Headcount by Campus and Gender										
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Men	5,518	5,497	5,619	5,563	5,641	49.5%	1.4%	2.2%	
	Women	5,768	5,425	5,600	5,677	5,763	50.5%	1.5%	-0.1%	
	Total	11,286	10,922	11,219	11,240	11,404	100.0%	1.5%	1.0%	
UMA	Men	1,299	1,293	1,242	1,183	1,253	30.4%	5.9%	-3.5%	
	Women	3,365	3,390	3,174	2,831	2,875	69.6%	1.6%	-14.6%	
	Total	4,664	4,683	4,416	4,014	4,128	100.0%	2.8%	-11.5%	
UMF	Men	647	657	650	657	626	30.7%	-4.7%	-3.2%	
	Women	1,313	1,359	1,350	1,423	1,414	69.3%	-0.6%	7.7%	
	Total	1,960	2,016	2,000	2,080	2,040	100.0%	-1.9%	4.1%	
UMFK	Men	411	473	586	486	505	28.1%	3.9%	22.9%	
	Women	916	1,086	1,318	1,274	1,289	71.9%	1.2%	40.7%	
	Total	1,327	1,559	1,904	1,760	1,794	100.0%	1.9%	35.2%	
UMM	Men	263	258	233	217	196	29.0%	-9.7%	-25.5%	
	Women	547	528	512	484	479	71.0%	-1.0%	-12.4%	
	Total	810	786	745	701	675	100.0%	-3.7%	-16.7%	
UMPI	Men	407	461	503	538	607	39.1%	12.8%	49.1%	
	Women	731	828	823	870	947	60.9%	8.9%	29.5%	
	Total	1,138	1,289	1,326	1,408	1,554	100.0%	10.4%	36.6%	
USM	Men	3,426	3,201	3,126	3,115	3,209	39.4%	3.0%	-6.3%	
	Women	5,002	4,538	4,729	4,679	4,931	60.6%	5.4%	-1.4%	
	Total	8,428	7,739	7,855	7,794	8,140	100.0%	4.4%	-3.4%	
Total	Men	11,971	11,840	11,959	11,759	12,037	40.5%	2.4%	0.6%	
	Women	17,642	17,154	17,506	17,238	17,698	59.5%	2.7%	0.3%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	

Note: Gender assigned proportionally by campus as of Fall 2016 for any unknowns represented in the source data.

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Credit Hours by Campus and Gender

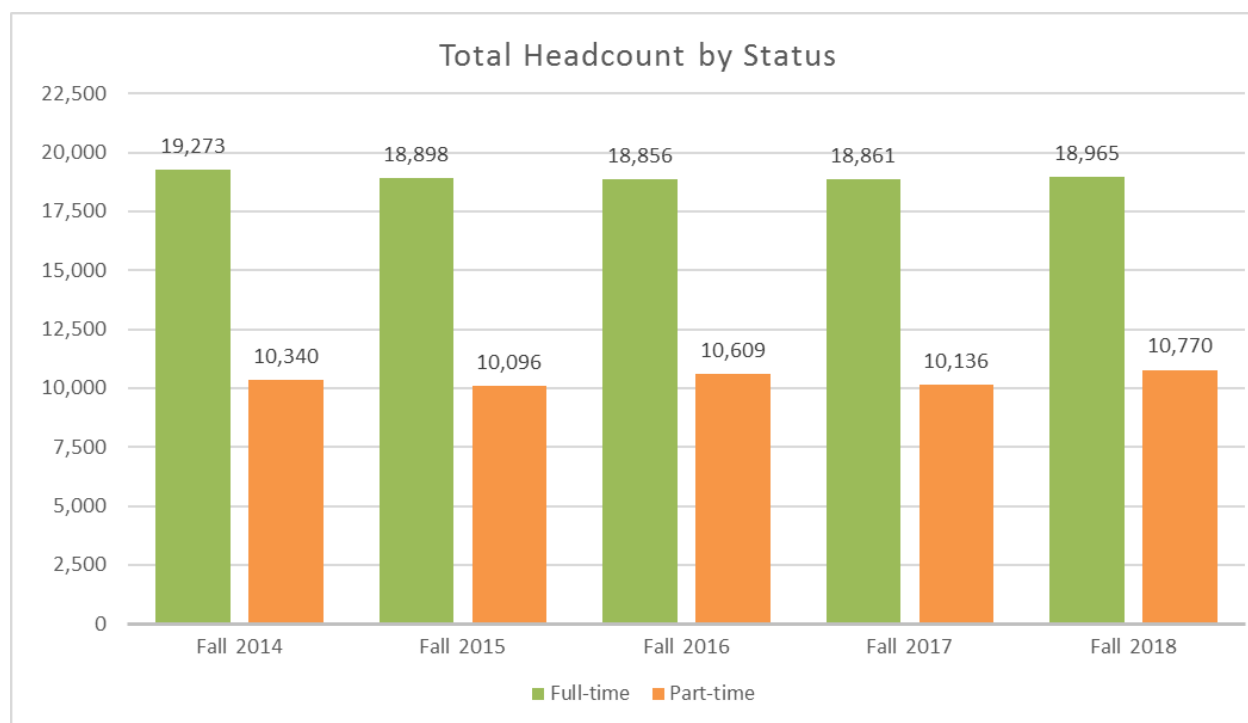
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Men	70,083	70,115	71,716	72,235	72,192	51.8%	-0.1%	3.0%	
	Women	65,882	64,494	65,788	67,052	67,261	48.2%	0.3%	2.1%	
	Total	135,965	134,609	137,504	139,287	139,453	100.0%	0.1%	2.6%	
UMA	Men	11,266	11,062	10,440	9,745	10,293	30.6%	5.6%	-8.6%	
	Women	27,953	28,328	25,892	22,786	23,351	69.4%	2.5%	-16.5%	
	Total	39,219	39,390	36,332	32,531	33,644	100.0%	3.4%	-14.2%	
UMF	Men	9,081	9,173	8,989	8,857	8,299	32.6%	-6.3%	-8.6%	
	Women	17,543	17,861	17,766	18,047	17,167	67.4%	-4.9%	-2.1%	
	Total	26,624	27,034	26,755	26,904	25,466	100.0%	-5.3%	-4.3%	
UMFK	Men	4,045	4,394	4,951	4,284	4,465	31.2%	4.2%	10.4%	
	Women	8,520	9,264	10,829	9,972	9,851	68.8%	-1.2%	15.6%	
	Total	12,565	13,658	15,780	14,256	14,316	100.0%	0.4%	13.9%	
UMM	Men	2,663	2,543	2,509	2,307	2,086	32.4%	-9.6%	-21.7%	
	Women	5,073	4,851	4,875	4,478	4,354	67.6%	-2.8%	-14.2%	
	Total	7,736	7,394	7,384	6,785	6,440	100.0%	-5.1%	-16.8%	
UMPI	Men	4,558	4,671	5,171	5,397	5,495	39.3%	1.8%	20.6%	
	Women	7,127	7,680	8,104	8,146	8,498	60.7%	4.3%	19.2%	
	Total	11,685	12,351	13,275	13,543	13,993	100.0%	3.3%	19.8%	
USM	Men	35,207	33,110	32,369	33,177	33,912	40.1%	2.2%	-3.7%	
	Women	49,286	45,860	47,066	48,721	50,689	59.9%	4.0%	2.8%	
	Total	84,493	78,970	79,435	81,899	84,602	100.0%	3.3%	0.1%	
Total	Men	136,903	135,067	136,145	136,002	136,743	43.0%	0.5%	-0.1%	
	Women	181,384	178,338	180,319	179,202	181,170	57.0%	1.1%	-0.1%	
	Total	318,287	313,405	316,465	315,204	317,913	100.0%	0.9%	-0.1%	

Note: Gender assigned proportionally by campus as of Fall 2016 for any unknowns represented in the source data.

Fall 2018 Enrollment Report – The University of Maine System

























Headcount by Student Level and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
Undergraduate	Full-time	17,084	16,868	16,786	16,754	16,749	65.3%	1-year	5-year	
	Part-time	8,595	8,667	8,899	8,329	8,893	34.7%	6.8%	3.5%	
	Total	25,679	25,535	25,685	25,083	25,642	100.0%	2.2%	-0.1%	
Graduate	Full-time	1,949	1,795	1,846	1,882	1,979	51.5%	5.2%	1.5%	
	Part-time	1,729	1,410	1,692	1,791	1,861	48.5%	3.9%	7.6%	
	Total	3,678	3,205	3,538	3,673	3,840	100.0%	4.5%	4.4%	
Law	Full-time	240	235	224	225	237	93.7%	5.3%	-1.3%	
	Part-time	16	19	18	16	16	6.3%	0.0%	0.0%	
	Total	256	254	242	241	253	100.0%	5.0%	-1.2%	
Total	Full-time	19,273	18,898	18,856	18,861	18,965	63.8%	0.6%	-1.6%	
	Part-time	10,340	10,096	10,609	10,136	10,770	36.2%	6.3%	4.2%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	



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Headcount by Campus and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Full-time	9,108	9,055	9,090	9,159	9,162	80.3%	0.0%	0.6%	
	Part-time	2,178	1,867	2,129	2,081	2,242	19.7%	7.7%	2.9%	
	Total	11,286	10,922	11,219	11,240	11,404	100.0%	1.5%	1.0%	
UMA	Full-time	1,641	1,663	1,436	1,317	1,406	34.1%	6.8%	-14.3%	
	Part-time	3,023	3,020	2,980	2,697	2,722	65.9%	0.9%	-10.0%	
	Total	4,664	4,683	4,416	4,014	4,128	100.0%	2.8%	-11.5%	
UMF	Full-time	1,684	1,705	1,693	1,690	1,598	78.3%	-5.4%	-5.1%	
	Part-time	276	311	307	390	442	21.7%	13.3%	60.1%	
	Total	1,960	2,016	2,000	2,080	2,040	100.0%	-1.9%	4.1%	
UMFK	Full-time	578	583	668	582	581	32.4%	-0.2%	0.5%	
	Part-time	749	976	1,236	1,178	1,213	67.6%	3.0%	61.9%	
	Total	1,327	1,559	1,904	1,760	1,794	100.0%	1.9%	35.2%	
UMM	Full-time	434	409	420	367	345	51.1%	-6.0%	-20.5%	
	Part-time	376	377	325	334	330	48.9%	-1.2%	-12.2%	
	Total	810	786	745	701	675	100.0%	-3.7%	-16.7%	
UMPI	Full-time	659	675	725	710	673	43.3%	-5.2%	2.1%	
	Part-time	479	614	601	698	881	56.7%	26.2%	83.9%	
	Total	1,138	1,289	1,326	1,408	1,554	100.0%	10.4%	36.6%	
USM	Full-time	5,169	4,808	4,824	5,036	5,200	63.9%	3.3%	0.6%	
	Part-time	3,259	2,931	3,031	2,758	2,940	36.1%	6.6%	-9.8%	
	Total	8,428	7,739	7,855	7,794	8,140	100.0%	4.4%	-3.4%	
Total	Full-time	19,273	18,898	18,856	18,861	18,965	63.8%	0.6%	-1.6%	
	Part-time	10,340	10,096	10,609	10,136	10,770	36.2%	6.3%	4.2%	
	Total	29,613	28,994	29,465	28,997	29,735	100.0%	2.5%	0.4%	

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Credit Hours by Campus and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	Full-time	125,917	125,836	128,114	130,083	129,569	92.9%	-0.4%	2.9%	
	Part-time	10,049	8,773	9,390	9,204	9,884	7.1%	7.4%	-1.6%	
	Total	135,965	134,609	137,504	139,287	139,453	100.0%	0.1%	2.6%	
UMA	Full-time	20,968	21,185	18,348	16,994	18,299	54.4%	7.7%	-12.7%	
	Part-time	18,251	18,205	17,984	15,537	15,345	45.6%	-1.2%	-15.9%	
	Total	39,219	39,390	36,332	32,531	33,644	100.0%	3.4%	-14.2%	
UMF	Full-time	25,418	25,810	25,406	25,431	23,706	93.1%	-6.8%	-6.7%	
	Part-time	1,206	1,224	1,349	1,473	1,760	6.9%	19.5%	46.0%	
	Total	26,624	27,034	26,755	26,904	25,466	100.0%	-5.3%	-4.3%	
UMFK	Full-time	8,556	8,739	9,754	8,336	8,228	57.5%	-1.3%	-3.8%	
	Part-time	4,009	4,919	6,026	5,920	6,088	42.5%	2.8%	51.9%	
	Total	12,565	13,658	15,780	14,256	14,316	100.0%	0.4%	13.9%	
UMM	Full-time	5,979	5,595	5,782	5,103	4,758	73.9%	-6.8%	-20.4%	
	Part-time	1,758	1,799	1,602	1,682	1,682	26.1%	0.0%	-4.3%	
	Total	7,736	7,394	7,384	6,785	6,440	100.0%	-5.1%	-16.8%	
UMPI	Full-time	9,330	9,413	10,248	9,871	9,409	67.2%	-4.7%	0.8%	
	Part-time	2,355	2,938	3,027	3,672	4,584	32.8%	24.8%	94.6%	
	Total	11,685	12,351	13,275	13,543	13,993	100.0%	3.3%	19.8%	
USM	Full-time	66,631	62,629	63,031	67,233	69,409	82.0%	3.2%	4.2%	
	Part-time	17,863	16,341	16,404	14,666	15,193	18.0%	3.6%	-14.9%	
	Total	84,493	78,970	79,435	81,899	84,602	100.0%	3.3%	0.1%	
Total	Full-time	262,798	259,207	260,683	263,051	263,378	82.8%	0.1%	0.2%	
	Part-time	55,489	54,198	55,782	52,154	54,536	17.2%	4.6%	-1.7%	
	Total	318,287	313,405	316,465	315,204	317,913	100.0%	0.9%	-0.1%	

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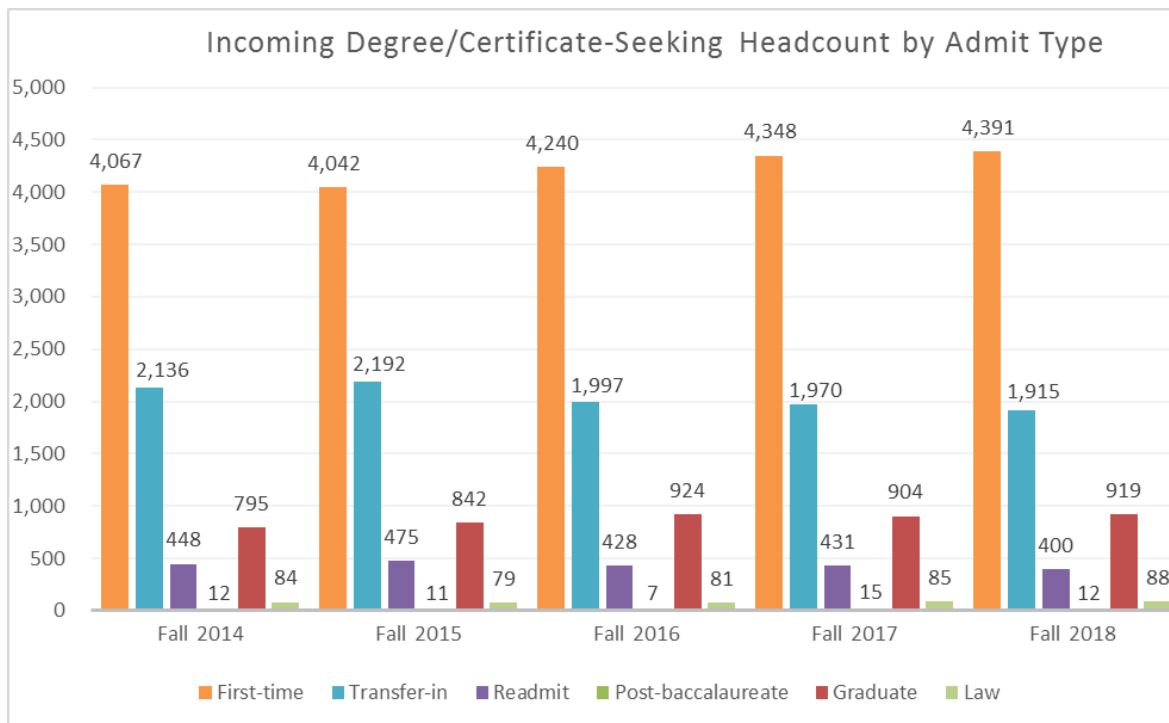
Fall Semester Incoming Degree/Certificate-Seeking Headcount by Admit Type and Campus

	First-time		Transfer-in		Readmit		Post-baccalaureate		Graduate		Law		Total		1-year Change	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	#	%
UM	2,287	2,248	394	400	168	148	0	0	459	492	0	0	3,308	3,288	(20)	-0.6%
UMA	296	375	430	480	127	145	0	0	0	0	0	0	853	1,000	147	17.2%
UMF	437	392	104	84	16	7	0	0	21	7	0	0	578	490	(88)	-15.2%
UMFK	135	156	197	175	12	10	6	3	0	0	0	0	350	344	(6)	-1.7%
UMM	99	105	35	35	34	28	9	9	0	0	0	0	177	177	0	0.0%
UMPI	171	168	138	108	18	20	0	0	0	0	0	0	327	296	(31)	-9.5%
USM	923	947	672	633	56	42	0	0	424	420	85	88	2,160	2,130	(30)	-1.4%
Total	4,348	4,391	1,970	1,915	431	400	15	12	904	919	85	88	7,753	7,725	(28)	-0.4%

Note: First-time is comprised of first-time students in their first-year and students who earned college credit before graduating high school. Graduate includes readmitted graduate students.

Incoming Degree/Certificate-Seeking Headcount by Admit Type

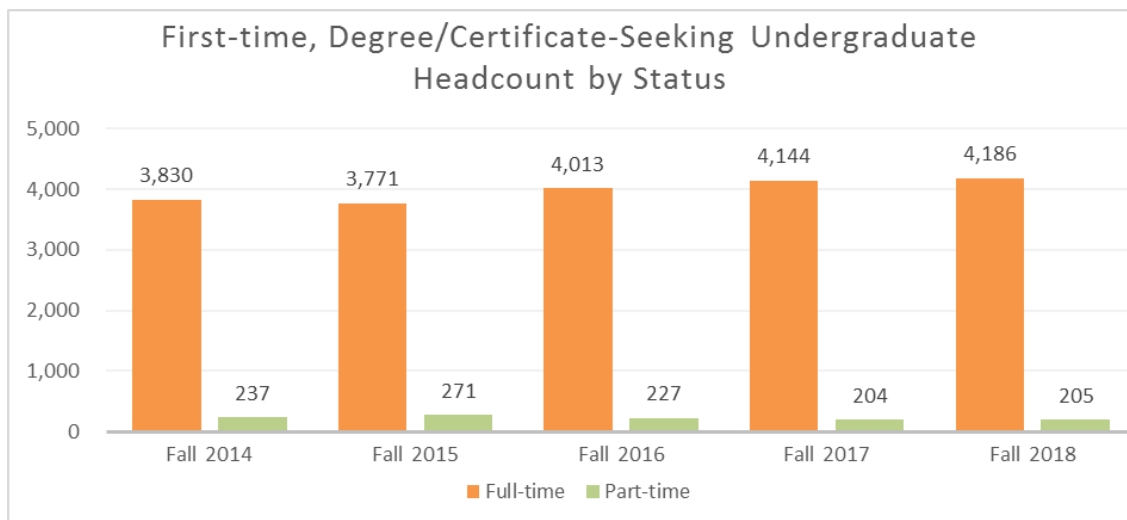
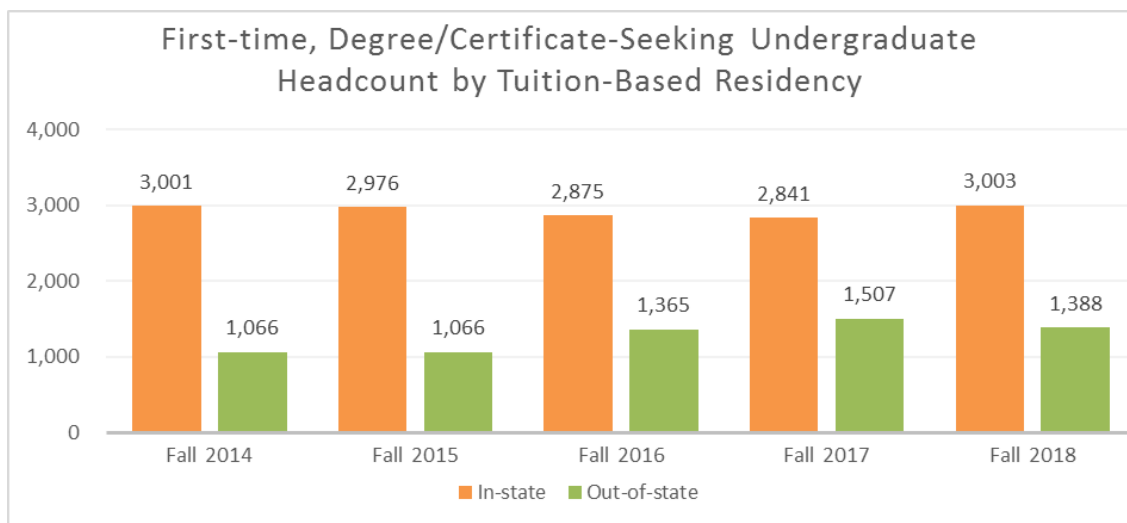
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
							1-year	5-year	
First-time	4,067	4,042	4,240	4,348	4,391	56.8%	1.0%	8.0%	
Transfer-in	2,136	2,192	1,997	1,970	1,915	24.8%	-2.8%	-10.3%	
Readmit	448	475	428	431	400	5.2%	-7.2%	-10.7%	
Post-baccalaureate	12	11	7	15	12	0.2%	-20.0%	0.0%	
Graduate	795	842	924	904	919	11.9%	1.7%	15.6%	
Law	84	79	81	85	88	1.1%	3.5%	4.8%	
Total	7,542	7,641	7,677	7,753	7,725	100.0%	-0.4%	2.4%	



Fall 2018 Enrollment Report – The University of Maine System

First-time, Degree/Certificate-Seeking Undergraduate Headcount by Tuition-Based Residency and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change		Trend Line
In-state	Full-time	2,777	2,727	2,666	2,651	2,815	1-year	5-year	
	Part-time	224	249	209	190	188	-1.1%	-16.1%	
	Total	3,001	2,976	2,875	2,841	3,003	5.7%	0.1%	
Out-of-state	Full-time	1,053	1,044	1,347	1,493	1,371	-8.2%	30.2%	
	Part-time	13	22	18	14	17	21.4%	30.8%	
	Total	1,066	1,066	1,365	1,507	1,388	-7.9%	30.2%	
Total	Full-time	3,830	3,771	4,013	4,144	4,186	1.0%	9.3%	
	Part-time	237	271	227	204	205	0.5%	-13.5%	
	Total	4,067	4,042	4,240	4,348	4,391	1.0%	8.0%	



Fall 2018 Enrollment Report – The University of Maine System










First-time Headcount by Campus and Tuition-Based Residency

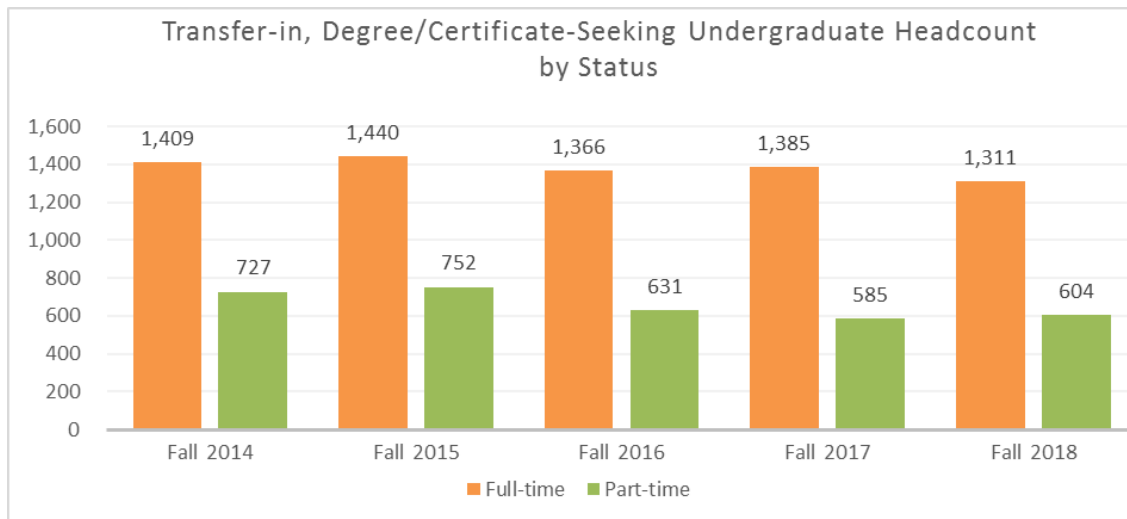
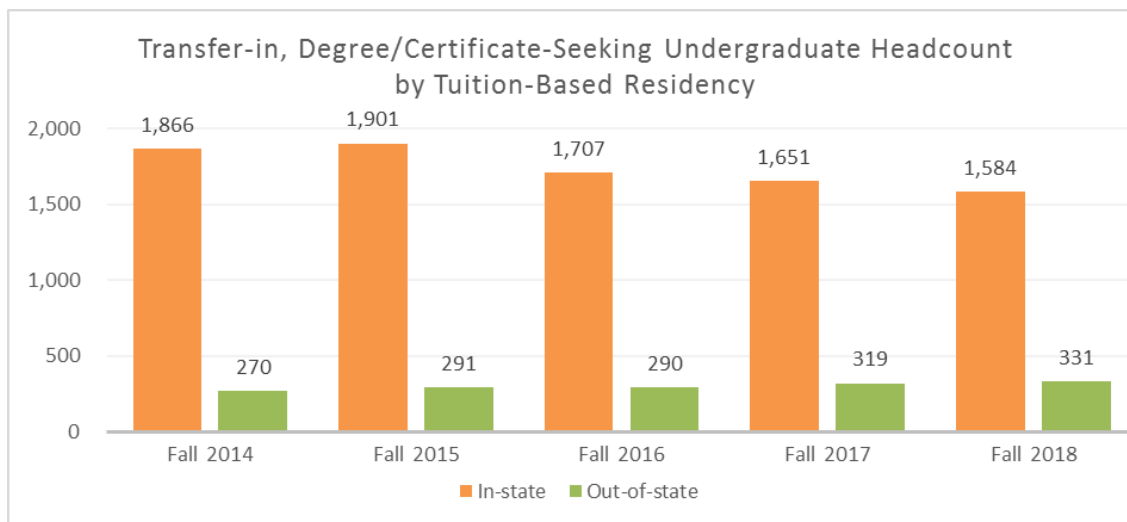
		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
								1-year	5-year	
UM	In-state	1,301	1,313	1,253	1,171	1,215	54.0%	3.8%	-6.6%	
	Out-of-state	613	576	802	985	899	40.0%	-8.7%	46.7%	
	NEBHE	149	147	166	131	134	6.0%	2.3%	-10.1%	
	Total	2,063	2,036	2,221	2,287	2,248	100.0%	-1.7%	9.0%	
UMA	In-state	399	395	298	287	354	94.4%	23.3%	-11.3%	
	Out-of-state	5	8	9	7	21	5.6%	200.0%	320.0%	
	NEBHE	1	0	0	2	0	0.0%	-100.0%	-100.0%	
	Total	405	403	307	296	375	100.0%	26.7%	-7.4%	
UMF	In-state	331	358	351	364	307	78.3%	-15.7%	-7.3%	
	Out-of-state	54	66	51	54	59	15.1%	9.3%	9.3%	
	NEBHE	27	24	30	19	26	6.6%	36.8%	-3.7%	
	Total	412	448	432	437	392	100.0%	-10.3%	-4.9%	
UMFK	In-state	116	98	124	104	128	82.1%	23.1%	10.3%	
	Out-of-state	17	23	46	30	28	17.9%	-6.7%	64.7%	
	NEBHE	3	2	0	1	0	0.0%	-100.0%	-100.0%	
	Total	136	123	170	135	156	100.0%	15.6%	14.7%	
UMM	In-state	99	109	99	87	91	86.7%	4.6%	-8.1%	
	Out-of-state	16	14	26	7	10	9.5%	42.9%	-37.5%	
	NEBHE	3	8	4	5	4	3.8%	-20.0%	33.3%	
	Total	118	131	129	99	105	100.0%	6.1%	-11.0%	
UMPI	In-state	181	158	150	123	146	86.9%	18.7%	-19.3%	
	Out-of-state	13	29	27	46	21	12.5%	-54.3%	61.5%	
	NEBHE	3	8	2	2	1	0.6%	-50.0%	-66.7%	
	Total	197	195	179	171	168	100.0%	-1.8%	-14.7%	
USM	In-state	574	545	600	705	762	80.5%	8.1%	32.8%	
	Out-of-state	134	147	179	206	170	18.0%	-17.5%	26.9%	
	NEBHE	28	14	23	12	15	1.6%	25.0%	-46.4%	
	Total	736	706	802	923	947	100.0%	2.6%	28.7%	
Total	In-state	3,001	2,976	2,875	2,841	3,003	68.4%	5.7%	0.1%	
	Out-of-state	852	863	1,140	1,335	1,208	27.5%	-9.5%	41.8%	
	NEBHE	214	203	225	172	180	4.1%	4.7%	-15.9%	
	Total	4,067	4,042	4,240	4,348	4,391	100.0%	1.0%	8.0%	

Note: NEBHE includes Canadian students. Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

Fall 2018 Enrollment Report – The University of Maine System

Transfer-in, Degree/Certificate-Seeking Undergraduate Headcount by Tuition-Based Residency and Status













		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change		Trend Line
In-state	Full-time	1,186	1,209	1,105	1,109	1,035	-6.7%	-12.7%	
	Part-time	680	692	602	542	549	1.3%	-19.3%	
	Total	1,866	1,901	1,707	1,651	1,584	-4.1%	-15.1%	
Out-of-state	Full-time	223	231	261	276	276	0.0%	23.8%	
	Part-time	47	60	29	43	55	27.9%	17.0%	
	Total	270	291	290	319	331	3.8%	22.6%	
Total	Full-time	1,409	1,440	1,366	1,385	1,311	-5.3%	-7.0%	
	Part-time	727	752	631	585	604	3.2%	-16.9%	
	Total	2,136	2,192	1,997	1,970	1,915	-2.8%	-10.3%	

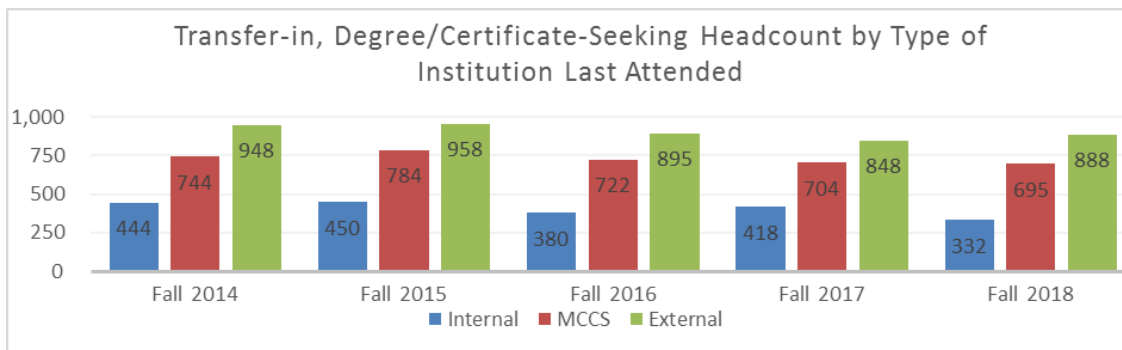


Note: Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

Fall 2018 Enrollment Report – The University of Maine System

Transfer-in, Degree/Certificate-Seeking Undergraduate Headcount by Type of Institution Last Attended and Tuition-Based Residency

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	1-year Change		Trend Line
Internal (UMS)	In-State	437	441	370	409	327	-82	-20.0%	
	Out-of-State	7	9	10	9	5	-4	-44.4%	
	Total	444	450	380	418	332	-86	-20.6%	
Maine Community College System	In-State	733	765	709	686	684	-2	-0.3%	
	Out-of-State	11	19	13	18	11	-7	-38.9%	
	Total	744	784	722	704	695	-9	-1.3%	
External (excluding MCCS)	In-State	696	695	628	556	573	17	3.1%	
	Out-of-State	252	263	267	292	315	23	7.9%	
	Total	948	958	895	848	888	40	4.7%	
Total	In-State	1,866	1,901	1,707	1,651	1,584	-67	-4.1%	
	Out-of-State	270	291	290	319	331	12	3.8%	
	Total	2,136	2,192	1,997	1,970	1,915	-55	-2.8%	



Fall 2018 Transfer-in, Degree/Certificate-Seeking Undergraduate Headcount by Type of Institution Last Attended, Tuition-Based Residency, and Campus

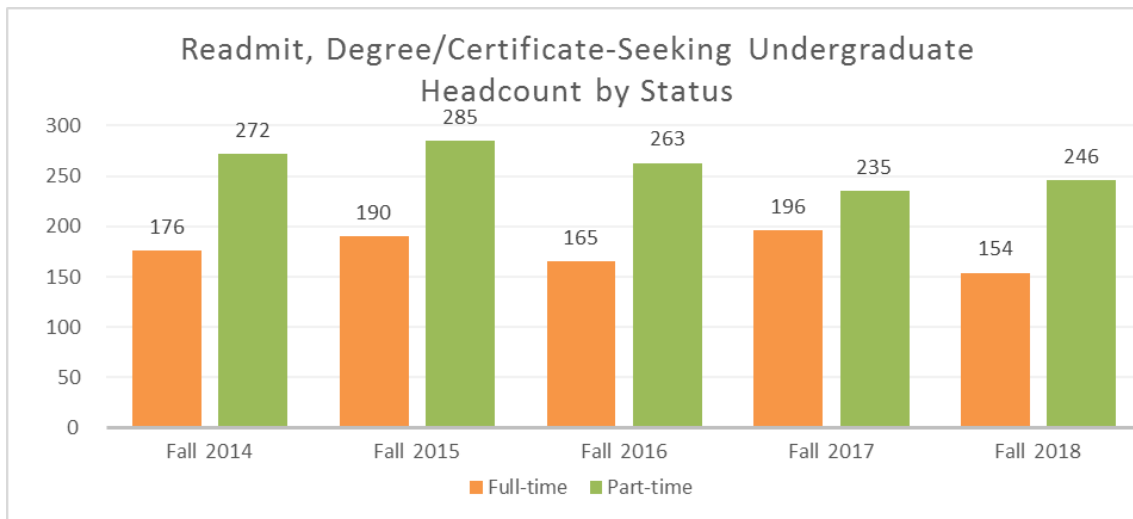
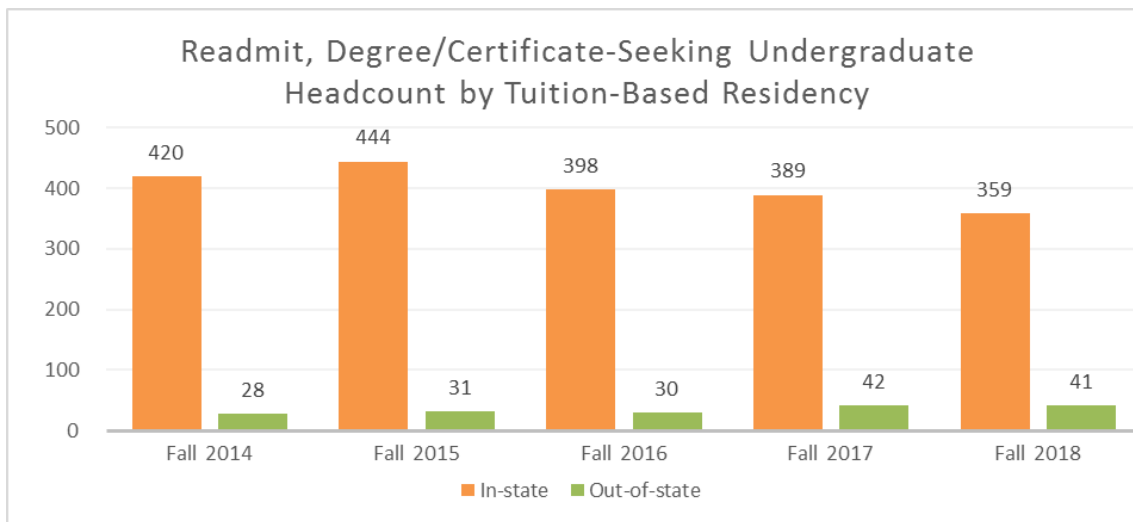
		UM	UMA	UMF	UMFK	UMM	UMPI	USM	Total
Internal (UMS)	In-State	45	91	15	63	11	29	73	327
	Out-of-State	0	0	1	1	0	1	2	5
	Total	45	91	16	64	11	30	75	332
Maine Community College System	In-State	104	192	30	59	9	28	262	684
	Out-of-State	2	3	0	1	0	1	4	11
	Total	106	195	30	60	9	29	266	695
External (excluding MCCS)	In-State	122	149	27	20	9	30	216	573
	Out-of-State	127	45	11	31	6	19	76	315
	Total	249	194	38	51	15	49	292	888
Total	In-State	271	432	72	142	29	87	551	1,584
	Out-of-State	129	48	12	33	6	21	82	331
	Total	400	480	84	175	35	108	633	1,915

Note: Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

Fall 2018 Enrollment Report – The University of Maine System

Readmit, Degree/Certificate-Seeking Undergraduate Headcount by Tuition-Based Residency and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change		Trend Line
In-state	Full-time	158	169	147	168	137	-18.5%	-13.3%	
	Part-time	262	275	251	221	222	0.5%	-15.3%	
	Total	420	444	398	389	359	-7.7%	-14.5%	
Out-of-state	Full-time	18	21	18	28	17	-39.3%	-5.6%	
	Part-time	10	10	12	14	24	71.4%	140.0%	
	Total	28	31	30	42	41	-2.4%	46.4%	
Total	Full-time	176	190	165	196	154	-21.4%	-12.5%	
	Part-time	272	285	263	235	246	4.7%	-9.6%	
	Total	448	475	428	431	400	-7.2%	-10.7%	

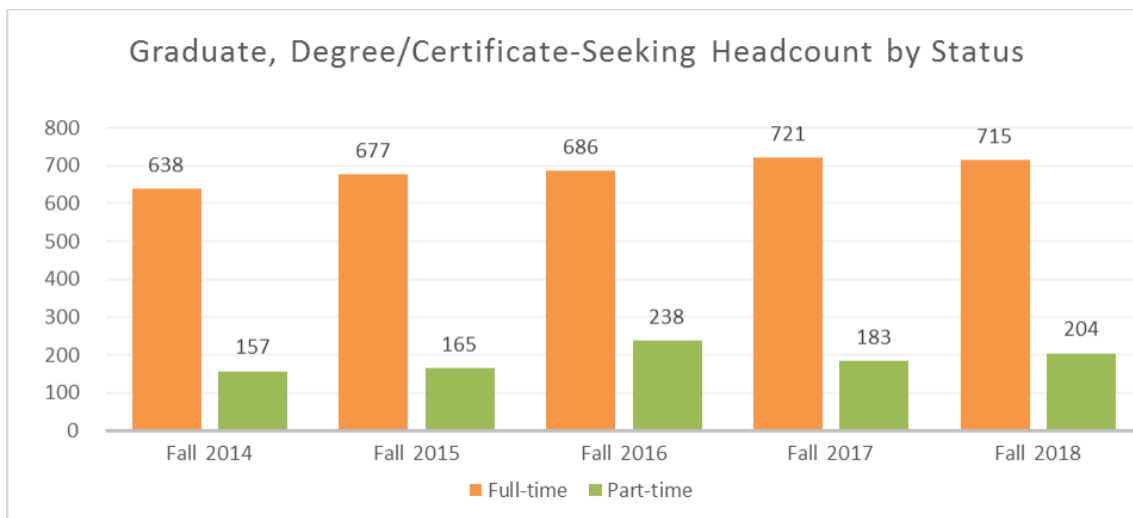
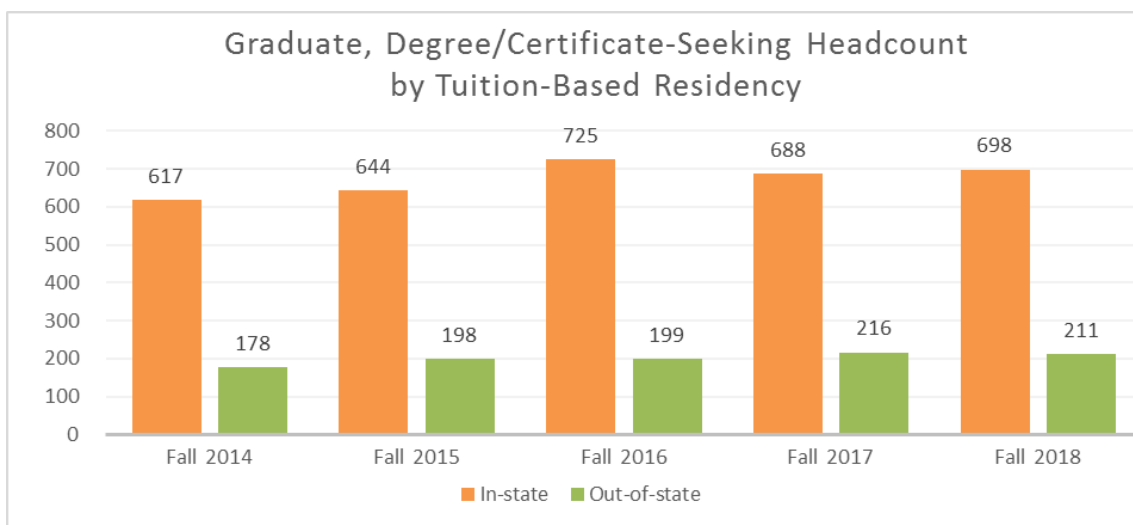


Note: Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

Fall 2018 Enrollment Report – The University of Maine System

Graduate, Degree/Certificate-Seeking Headcount by Tuition-Based Residency and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change		Trend Line
In-state	Full-time	469	489	494	518	514	-0.8%	9.6%	
	Part-time	148	155	231	170	193	13.5%	30.4%	
	Total	617	644	725	688	698	1.5%	13.1%	
Out-of-state	Full-time	169	188	192	203	201	-1.0%	18.9%	
	Part-time	9	10	7	13	11	-15.4%	22.2%	
	Total	178	198	199	216	211	-2.3%	18.5%	
Total	Full-time	638	677	686	721	715	-0.8%	12.1%	
	Part-time	157	165	238	183	204	11.5%	29.9%	
	Total	795	842	924	904	919	1.7%	15.6%	

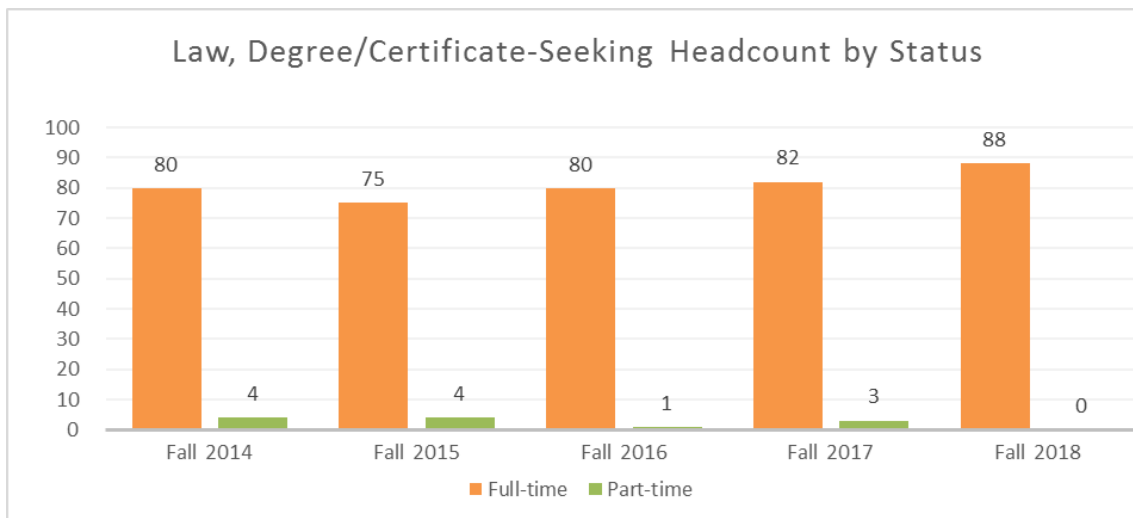
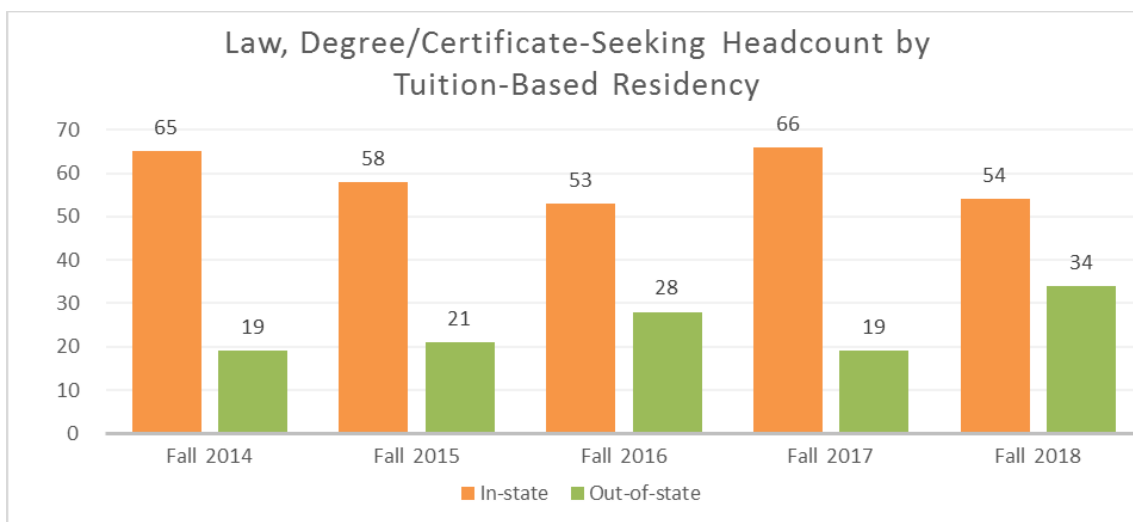


Notes: Graduate includes readmitted graduate students. Students with a tuition residency of non-resident/out-of-state online are included with the out-of-state category.

Fall 2018 Enrollment Report – The University of Maine System

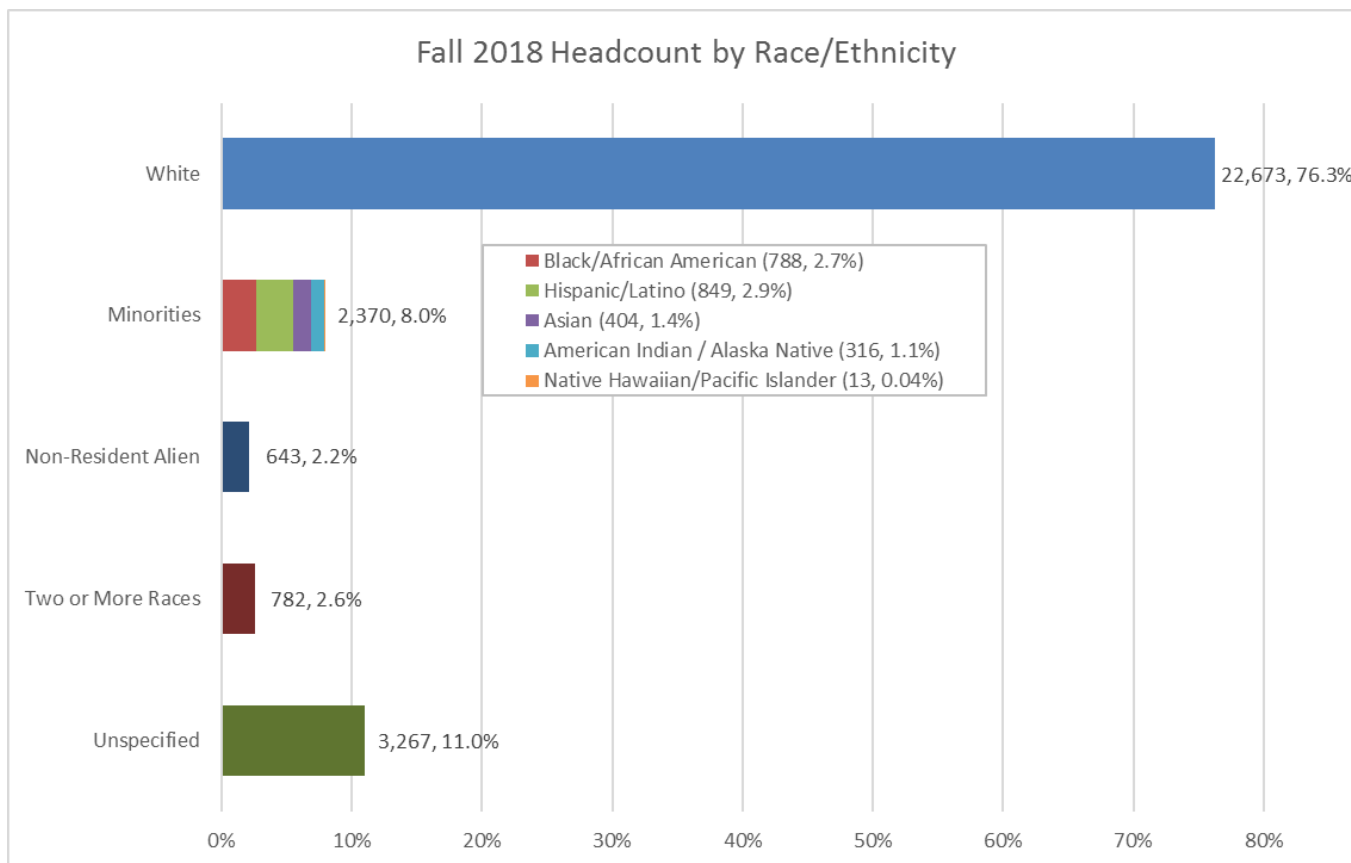
Law, Degree/Certificate-Seeking Headcount by Tuition-Based Residency and Status

		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% Change		Trend Line
In-state	Full-time	62	54	52	63	54	-14.3%	-12.9%	
	Part-time	3	4	1	3	0	-100.0%	-100.0%	
	Total	65	58	53	66	54	-18.2%	-16.9%	
Out-of-state	Full-time	18	21	28	19	34	78.9%	88.9%	
	Part-time	1	0	0	0	0	N/A	-100.0%	
	Total	19	21	28	19	34	78.9%	78.9%	
Total	Full-time	80	75	80	82	88	7.3%	10.0%	
	Part-time	4	4	1	3	0	-100.0%	-100.0%	
	Total	84	79	81	85	88	3.5%	4.8%	















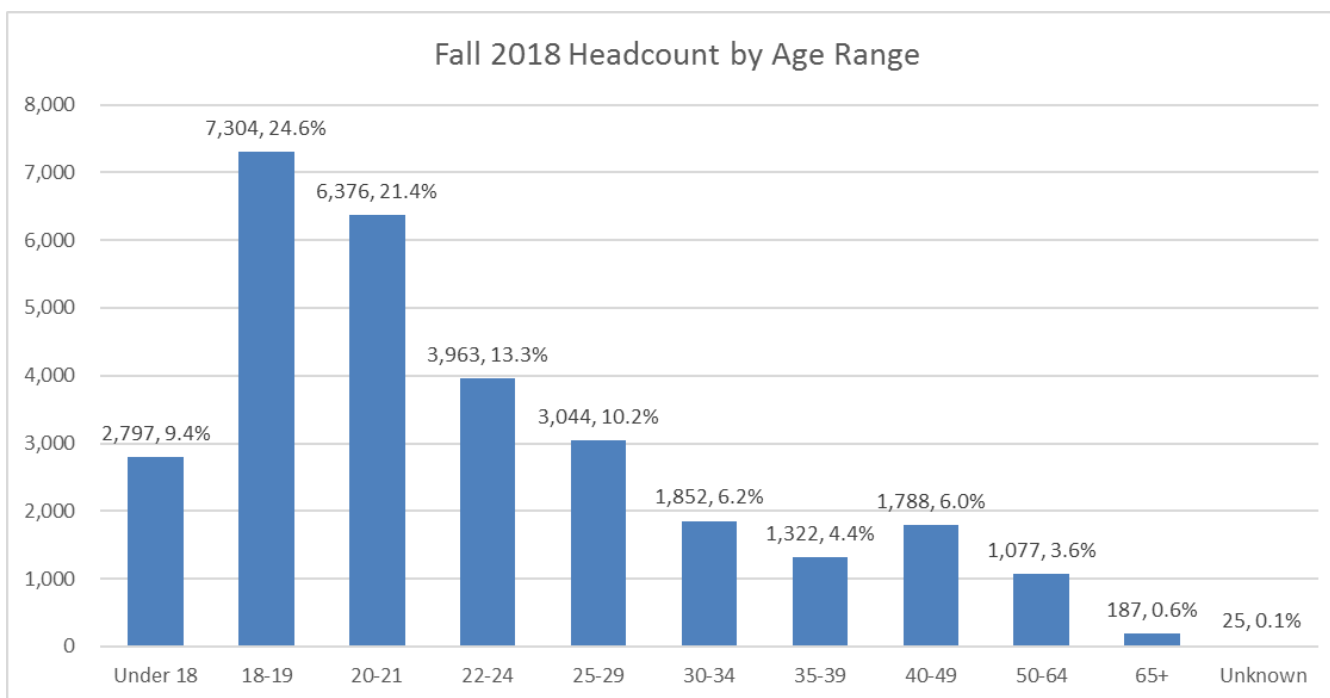
Fall 2018 Enrollment Report – The University of Maine System

	Headcount by Race/Ethnicity						1-year Change		5-year Change		Trend Line
	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	#	%	#	%	
White	22,729	21,980	22,307	22,120	22,673	76.3%	553	2.5%	-56	-0.2%	
Black/African American	581	621	651	712	788	2.7%	76	10.7%	207	35.6%	
Hispanic/Latino	538	598	659	775	849	2.9%	74	9.5%	311	57.8%	
Asian	358	360	392	382	404	1.4%	22	5.8%	46	12.8%	
American Indian/Alaska Native	368	350	329	303	316	1.1%	13	4.3%	-52	-14.1%	
Native Hawaiian/Pacific Islander	15	13	12	10	13	0.0%	3	30.0%	-2	-13.3%	
Non-Resident Alien	864	866	768	732	643	2.2%	-89	-12.2%	-221	-25.6%	
Two or More Races	630	656	684	756	782	2.6%	26	3.4%	152	24.1%	
Unspecified	3,530	3,550	3,663	3,207	3,267	11.0%	60	1.9%	-263	-7.5%	
Total	29,613	28,994	29,465	28,997	29,735	100.0%	738	2.5%	122	0.4%	



Fall 2018 Enrollment Report – The University of Maine System

Headcount by Age Range													
Age Range	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		% Change		Trend Line
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total	1-year	5-year	
Under 18	1,361	4.6%	1,767	6.1%	2,371	8.0%	2,192	7.6%	2,797	9.4%	27.6%	105.5%	
18-19	6,662	22.5%	6,529	22.5%	6,781	23.0%	7,100	24.5%	7,304	24.6%	2.9%	9.6%	
20-21	6,407	21.6%	6,477	22.3%	6,330	21.5%	6,254	21.6%	6,376	21.4%	2.0%	-0.5%	
22-24	4,538	15.3%	4,349	15.0%	4,329	14.7%	4,171	14.4%	3,963	13.3%	-5.0%	-12.7%	
25-29	3,426	11.6%	3,339	11.5%	3,281	11.1%	3,119	10.8%	3,044	10.2%	-2.4%	-11.2%	
30-34	2,186	7.4%	1,949	6.7%	1,902	6.5%	1,843	6.4%	1,852	6.2%	0.5%	-15.3%	
35-39	1,337	4.5%	1,323	4.6%	1,338	4.5%	1,299	4.5%	1,322	4.4%	1.8%	-1.1%	
40-49	2,167	7.3%	1,957	6.7%	1,827	6.2%	1,793	6.2%	1,788	6.0%	-0.3%	-17.5%	
50-64	1,358	4.6%	1,137	3.9%	1,145	3.9%	1,072	3.7%	1,077	3.6%	0.5%	-20.7%	
65+	144	0.5%	154	0.5%	143	0.5%	140	0.5%	187	0.6%	33.6%	29.9%	
Unknown	27	0.1%	13	0.0%	18	0.1%	14	0.0%	25	0.1%	78.6%	-7.4%	
Total	29,613	100%	28,994	100%	29,465	100%	28,997	100%	29,735	100%	2.5%	0.4%	



Five-Year Enrollment Change by Summarized Age Ranges

	Under 18	18 - 24	25 - 39	40 - 64	65 and over	Unknown	Total
Fall 2014	1,361	17,607	6,949	3,525	144	27	29,613
Fall 2017	2,192	17,525	6,261	2,865	140	14	28,997
Fall 2018	2,797	17,643	6,218	2,865	187	25	29,735
1-Year	#	605	118	-43	0	47	738
Change	%	27.6%	0.7%	-0.7%	0.0%	33.6%	2.5%
5-Year	#	1,436	36	-731	-660	43	122
Change	%	105.5%	0.2%	-10.5%	-18.7%	29.9%	0.4%

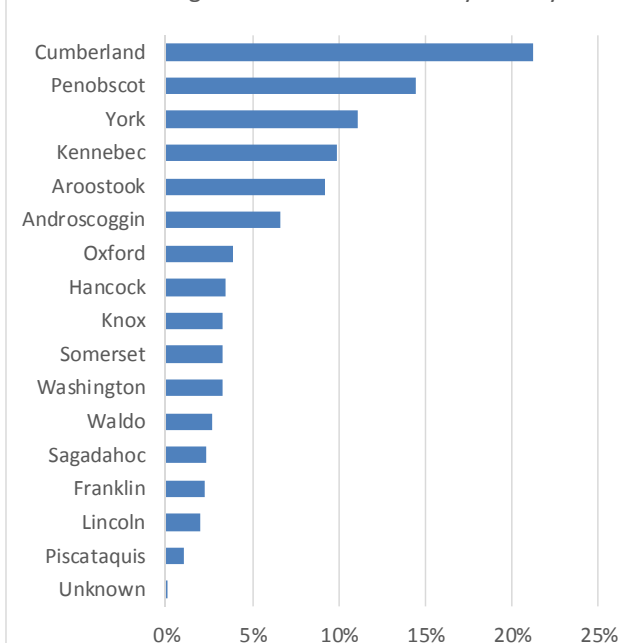
Fall 2018 Enrollment Report – The University of Maine System

Fall 2018 Headcount Residency (Based on Original Home Address)

Headcount of In-State Students by County

County	Headcount	% of Total In-State
Cumberland	4,877	21.2%
Penobscot	3,323	14.5%
York	2,554	11.1%
Kennebec	2,277	9.9%
Aroostook	2,113	9.2%
Androscoggin	1,514	6.6%
Oxford	893	3.9%
Hancock	782	3.4%
Knox	754	3.3%
Somerset	751	3.3%
Washington	744	3.2%
Waldo	606	2.6%
Sagadahoc	528	2.3%
Franklin	515	2.2%
Lincoln	459	2.0%
Piscataquis	235	1.0%
Unknown	26	0.1%
Total In-State	22,951	100.0%

Percentage of In-State Students by County



Headcount of Out-of-State Students by State

State	Headcount	% of Total Out-of-State
Massachusetts	2,054	33.3%
Connecticut	674	10.9%
New Hampshire	665	10.8%
New York	381	6.2%
New Jersey	347	5.6%
Vermont	284	4.6%
Pennsylvania	206	3.3%
California	190	3.1%
Rhode Island	166	2.7%
Florida	120	1.9%
Other States	1,090	17.6%
Total Out-of-State	6,177	100.0%

Headcount of International Students

Country	Headcount	% of Total International
Canada	99	21.3%
China	65	14.0%
Nepal	28	6.0%
India	27	5.8%
United Kingdom	16	3.4%
Jamaica	16	3.4%
Iran	15	3.2%
Saudi Arabia	14	3.0%
Germany	13	2.8%
France	9	1.9%
Sweden	9	1.9%
Other Countries	153	33.0%
Total International	464	100.0%

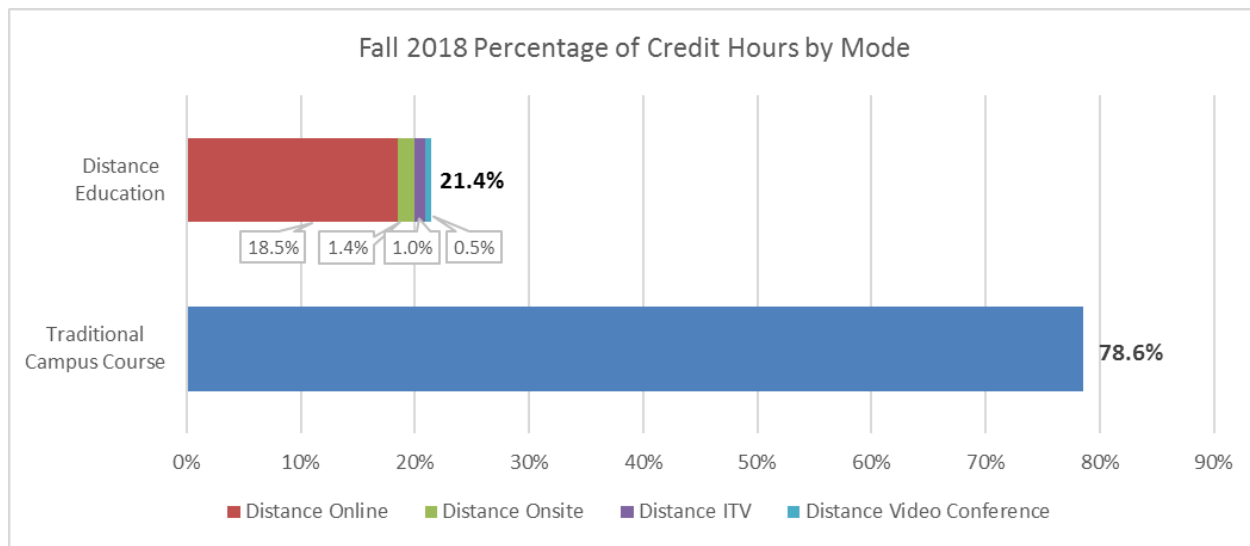
Headcount Residency Totals

	Headcount	% of Total
Total In-State	22,951	77.2%
Total Out-of-State	6,177	20.8%
Total International	464	1.6%
Total Unknown	143	0.5%
Total	29,735	100.0%

Fall 2018 Enrollment Report – The University of Maine System

Fall 2018 Distance Education Credit Hours by Mode and Campus

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	Total	% of Total
Distance ITV	0.0	2,798.0	0.0	0.0	225.0	0.0	0.0	3,023.0	1.0%
Distance Online	13,680.0	16,663.0	346.0	5,669.0	2,352.0	3,927.0	16,140.0	58,777.0	18.5%
Distance Onsite	675.0	3,472.0	119.0	0.0	3.0	267.0	0.0	4,536.0	1.4%
Distance Video Conference	145.0	1,030.0	0.0	0.0	93.0	162.0	300.0	1,730.0	0.5%
Total Distance Education	14,500.0	23,963.0	465.0	5,669.0	2,673.0	4,356.0	16,440.0	68,066.0	21.4%
Traditional Campus Course	124,952.8	9,681.0	25,001.0	8,647.0	3,767.0	9,637.0	68,161.5	249,847.3	78.6%
Total Credit Hours	139,452.8	33,644.0	25,466.0	14,316.0	6,440.0	13,993.0	84,601.5	317,913.3	100.0%



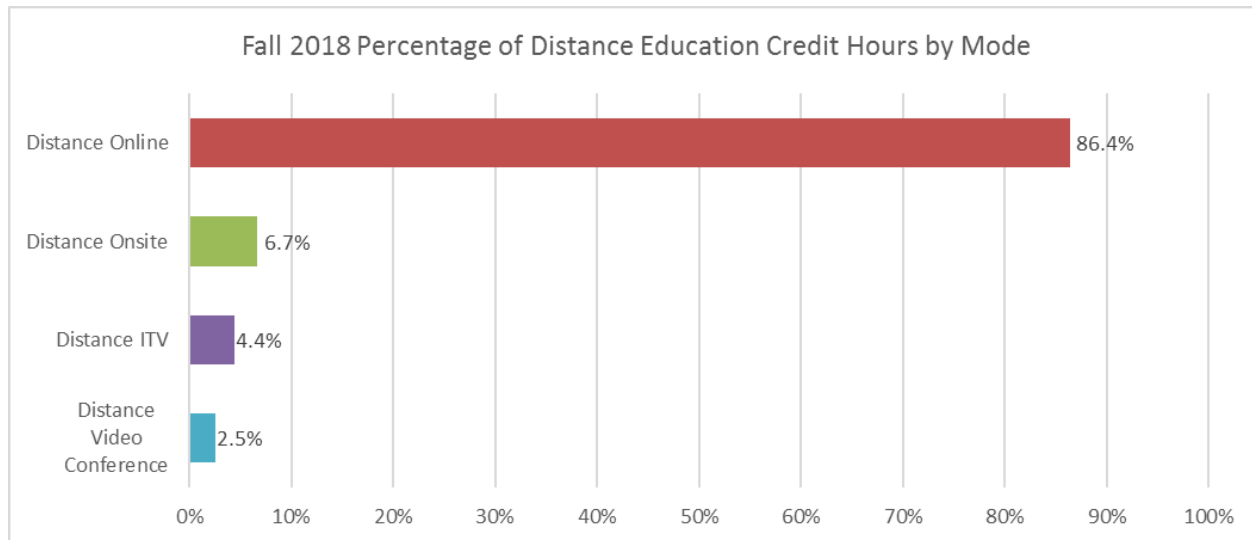
Total Semester Credit Hours by Mode

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	% of Total	% Change		Trend Line
							1-year	5-year	
Distance ITV	5,222.0	4,800.0	2,908.0	2,481.0	3,023.0	1.0%	21.8%	-42.1%	
Distance Online	49,297.0	49,630.5	52,842.5	54,106.5	58,777.0	18.5%	8.6%	19.2%	
Distance Onsite	4,742.0	5,870.0	5,468.0	4,754.0	4,536.0	1.4%	-4.6%	-4.3%	
Distance Video Conference	2,414.0	2,880.0	2,401.0	1,567.0	1,730.0	0.5%	10.4%	-28.3%	
Total Distance Education	61,675.0	63,180.5	63,619.5	62,908.5	68,066.0	21.4%	8.2%	10.4%	
Traditional Campus Course	256,611.8	250,224.0	252,845.3	252,295.8	249,847.3	78.6%	-1.0%	-2.6%	
Total Credit Hours	318,286.8	313,404.5	316,464.8	315,204.3	317,913.3	100.0%	0.9%	-0.1%	

Fall 2018 Enrollment Report – The University of Maine System

Fall 2018 Distance Education Credit Hours by Mode and Degree Level

		Credit Hours	% of Subtotal	% of Total
Distance ITV	Associate	511	16.9%	0.8%
	Baccalaureate	2,347	77.6%	3.4%
	Non-Degree Undergraduate	165	5.5%	0.2%
	Subtotal	3,023	100.0%	4.4%
Distance Online	Associate	2,339	4.0%	3.4%
	Baccalaureate	46,591	79.3%	68.4%
	Non-Degree Undergraduate	4,605	7.8%	6.8%
	Graduate	4,294.0	7.3%	6.3%
	Non-Degree Graduate	945	1.6%	1.4%
	Law	3	0.0%	0.0%
	Subtotal	58,777	100.0%	86.4%
Distance Onsite	Associate	414	9.1%	0.6%
	Baccalaureate	1,101	24.3%	1.6%
	Non-Degree Undergraduate	2,445	53.9%	3.6%
	Graduate	564	12.4%	0.8%
	Non-Degree Graduate	12	0.3%	0.0%
	Subtotal	4,536	100.0%	6.7%
Distance Video Conference	Associate	154.0	8.9%	0.2%
	Baccalaureate	1,066.0	61.6%	1.6%
	Non-Degree Undergraduate	240	13.9%	0.4%
	Graduate	226	13.1%	0.3%
	Non-Degree Graduate	44	2.5%	0.1%
	Subtotal	1,730	100.0%	2.5%
Total Distance Education	Associate	3,418	5.0%	
	Baccalaureate	51,105	75.1%	
	Non-Degree Undergraduate	7,455	11.0%	
	Graduate	5,084.0	7.5%	
	Non-Degree Graduate	1,001	1.5%	
	Law	3	0.0%	
	Total	68,066.0	100.0%	100.0%



EXISTING BOT POLICY

ACADEMIC AFFAIRS

Section 311 Intra-system Student Exchange

Effective: 11/12/90

Last Revised:

Responsible Office: Academic Affairs

Policy Statement:

When a student in good standing who is matriculated at one University of Maine System institution registers for a course or courses at another University of Maine System unit, that student is to be afforded the same rights and privileges, including pre-registration and payment of tuition and fees, at the host institution as a student who is regularly matriculated at that unit. This policy does not alter any residency requirements that may be in effect at the student's home institution.

PROPOSED REVISED POLICY 311

The University of Maine System Board of Trustees is committed to providing students with System-wide access to the full array of educational opportunities available from its universities and reducing barriers to degree completion and educational attainment for Maine's citizens. System universities must work collaboratively to ensure that courses generated and provided from one university are available and accessible to individuals matriculated at any other System university on the same terms and conditions as available to those matriculated at the university from which the course is provided and subject to consistent registration, financial aid eligibility, and assessment and academic integrity standards. This form of academic collaboration will foster the most efficient use of the System's academic program assets and resources and best serve students attending System universities.

Toward these ends, a student in good standing and matriculated at one University of Maine System (UMS) institution may register for a course or courses at another UMS institution, with the same rights and privileges at the host institution as any student regularly matriculated at that institution, including pre-registration and payment of tuition and fees. This policy does not alter any residency requirements that may be in effect at the student's home institution.

System-wide access to academic coursework should be made available through (but not limited to) course cross-listing or campus cross-registration. Instruction may be delivered in any instructional format conducive to meeting best learning practices.

System and campus chief academic officers will develop the necessary administrative procedures to carry out this policy and best meet its intent, and should continue to explore other creditable methods to facilitate broader seamless course and program sharing between the university system's campuses.

University of Maine System
Academic Calendar 2020 - 2021

Fall Semester 2020

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation		8/25-26						8/26-28
Classes begin	8/31	8/31	8/31	8/31	8/31	8/31	8/31	8/31
Labor Day	9/7	9/7	9/7	9/7	9/7	9/7	9/7	9/7
Fall Break	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12-13	10/12
Veterans' Day Holiday ¹	11/11	11/11	11/11	11/11	11/11	11/11	11/11	²
Thanksgiving Recess	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29	11/25-29
Classes end	12/11	12/11	12/11	12/11	12/11	12/11	12/11	12/4
Final Exams	12/14-18	12/14-18	12/14-17	12/14-17	12/14-17	12/14-17	12/12-18	12/9-19

Spring Semester 2021

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	UM Law School
Orientation		1/11-12						
Classes begin	1/19	1/19	1/19	1/19	1/19	1/19	1/19	1/19
Presidents Day Holiday	2/15	2/15	2/15	2/15	2/15	2/15	2/15	2/15
Spring Break	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19	3/15-19
Classes End	4/30	4/30	4/30	4/30	4/30	4/30	4/30	4/27
Final Exams	5/3-7	5/3-7	5/3-6	5/3-6	5/3-6	5/3-6	5/1-7	5/3-12
Commencement	5/8	5/8	5/8	5/8	5/8	5/8	5/8	5/22

¹ Classes do not meet on Veterans' Day. Any classes that would normally meet on this day will have a make-up day to be determined by each individual institution.

² University of Maine School of Law follows its regular class schedule on Veterans' Day and also has Veterans' Day programming on Veterans' Day.

UNIVERSITY OF MAINE SYSTEM

Board of Trustees

AGENDA CALENDAR

A working calendar for developing agendas and submitting various reports to the Board has been designed in order to allow maximum planning in organizing presentations and reference materials. The calendar identifies the timetable for submission of items and reports which recur every six to 24 months as well as special reports with specific time lines. It does not include general items which are ordinarily on each Board meeting agenda; e.g., reports and consent agenda. The following agenda is subject to change consistent with scheduling, reporting, and other factors that the Chancellor deems necessary to consider such matters.

The Calendar will be updated and included in the Board Meeting materials on a regular basis.

- JANUARY:** Academic Affairs
 Academic Year Calendar
 Honorary Degree Nominations
 Fiscal Matters
 State Research Report
- MARCH:** Academic Affairs
 Tenure Nominations
 Tenure Report
 Governance/Administration
 Board Calendar
 Establishment of Nominating Committee
 Student Affairs
 Spring Enrollment Update
- MAY:** Fiscal Matters
 Budgets and Student Charges
 Multi-Year Financial Analysis
 Governance/Administration
 Election of Board Officers
 Confirmation of Board of Visitors
- JULY:** Governance/Administration
 Appointment of Standing Committees
 Human Resources
 Annual Report on Named Chairs and Professorships
- SEPTEMBER:** Fiscal Matters
 Appropriation Request
- OCTOBER:** Fiscal Matters
 Review of Annual Financial Report
- NOVEMBER:** Academic Affairs
 Awarding of Academic Degrees
 Student Affairs
 Official Fall Enrollment Update

Technical Facility Profile for Selected Buildings

Technical Facility Profile

USM currently operates approximately 2.23M square feet of facilities between the two campuses, 1.06M square feet of which is currently being evaluated and considered to include in a performance contract. The following information documents the building scope and possible energy efficiency measures that will be included in phase 1 of the ESPC. The ESCO is responsible for further verifying the accuracy of all information furnished herein.

Gorham Campus

1) Bailey Hall: The building is a 6-story academic facility constructed in 1958 with additions/major renovations being completed through 1970. The general space is mainly comprised of faculty offices and classrooms. The building has approximately 144,000 square feet of conditioned space and is generally occupied following the schedule below:

- 100% occupied for 249 fall/winter/spring days per year, with the following schedule:
 - o Sundays 12 pm-11 pm
 - o Monday-Thursday 7:45 am-11:00 pm
 - o Friday 7:45 am-8:00 pm
 - o Saturday 11:00 am-7:00 pm
- 64% occupied for 109 summer days, with the following schedule:
 - o Sundays Closed
 - o Monday-Thursday 7:45 am-7:00 pm
 - o Friday 7:45 am-6:00 pm
 - o Saturday 10:00 am-6:00 pm

Below is a list of technical details related to the building:

General Building Condition: Fair to poor.

Envelope: Masonry brick/block with EPDM roof and a combination of single and double-paned windows.

HVAC: The building is on the central heating hot water loop. Hot water is distributed from the central heating plant to a shell & tube heat exchanger. From there, distribution pumps equipped with variable frequency drives provide hot water to baseboard fin-tube radiators in offices, unit ventilators in

classrooms, air-handling units on each floor serving hallways (which also have glycol heat recovery coils), and an air handling unit in the penthouse which serves the library.

Cooling is only provided to certain parts of the building in with offices and lecture halls which are served by mini-split DX systems and a Daiken variable-refrigerant flow cooling unit that serves fan coil units (installed in 2012). This unit is reportedly very troublesome to operate and has difficulty maintaining appropriate space temperature set points which affects occupant comfort.

Lighting: Mainly T8 fluorescent lighting systems with 25, 28, and 32-watt lamps and electronic ballasts. Compact fluorescent lighting also exists in specific areas. Certain sections of the building have also been upgraded to LED technology. There are currently no controls for the lighting system.

Energy Management System: The HVAC system is all currently on the Delta DDC system.

Domestic Hot Water Heating: During the heating season, a heat exchanger is used to provide DHW to the building. During the cooling season, a separate electric hot water boiler is used for DHW loads.

Renewable/Alternative Energy: None.

Past Improvement Efforts:

Date	Improvement
2011	Energy Efficiency Bond Funds – lighting, HVAC, and controls upgrades.
2012-2015	Window replacement projects.
2014	Major laboratory renovations and upgrades project.
2018	Roof replacement.

Potential ECMs:

1. Full upgrade of lighting systems to new LED technology.
2. Install lighting occupancy controls and daylight harvesting controls.
3. Convert constant volume AHUs to a variable-air volume system.
4. Evaluate Daiken VRF unit/system for repair or replacement.

5. Investigate alternatives to electric summer time DHW system.
6. Retro-commission existing DDC system.
7. Optimize overall HVAC sequence of operations.
8. Building envelope improvements/weather stripping.
9. Energy efficient transformers.

2) Anderson Hall: The building is a 5-story dormitory facility constructed in 1963. The general space is mainly comprised of student dorm rooms and student gathering spaces. The building has approximately 29,000 square feet of conditioned space and is generally 100% occupied for 24 hours/day for the fall/winter/spring months for 214 days, then 62% occupied for 53 days in the summer.

Below is a list of technical details related to the building:

General Building Condition: Fair to poor.

Envelope: Masonry brick/block with EPDM roof and a combination of single and double-paned windows.

HVAC: The building is on the central heating hot water loop. Hot water is distributed from the central heating plant to a shell & tube heat exchanger. From there, distribution pumps provide hot water to fin-tube radiation units (with a basic wheel dampers) in the dorm rooms and shared spaces.

Anderson Hall currently does not have any cooling systems.

Lighting: Mainly T8 fluorescent lighting systems with 28-watt and 32-watt lamps and electronic ballasts as well as compact fluorescent lighting exist in the dormitory building. There are currently no controls for the lighting system.

Energy Management System: The HVAC system is all currently on the Delta DDC system.

Domestic Hot Water Heating: During the heating season, a heat exchanger is used to provide DHW to the building. During the cooling season, a separate electric hot water boiler is used for DHW loads.

Renewable/Alternative Energy: None.

Past Improvement Efforts:

<u>Date</u>	<u>Improvement</u>
2009	Upgrade BAS graphics interface.
2011	Window replacements and glazing improvements.
2016	Hot water tank replacement.

Potential ECMs:

1. Upgrade lighting systems to new LED technology.
2. Install lighting occupancy controls and daylight harvesting controls.
3. Install variable frequency drives on hot water distribution pumps.
4. Improve ventilation system and strategy for dormitories.
5. Retro-commission existing DDC system.
6. Optimize overall HVAC sequence of operations.
7. Building envelope improvements/weather stripping.
8. Energy efficient transformers.

Phase 1 Scope of ESCO Project

Cost (Savings) for Bailey & Anderson Prepared by Celtic as of 8-21-18

Full ESCO Scope Utility Cost Annually before Project (\$)	\$1,415,684
(3-year avg baseline of electric, gas, and fuel oil costs- not including water- for full ESCO scope's square footage)	
Ratio of Phase 1 Scope's Utility Costs Compared to Full Scope (%)	16%
(Sq ft of phase 1 scope divided by full ESCO scope's sq ft)	
FY18 Utility Cost of Identified Buildings for Phase 1 (\$)	\$229,728
(Derived by multiplying the sq ft % of phase 1 project scope by full ESCO project scope's annual utility consumption)	
Savings Goal Percentage - LOW (%)	25%
(Based on facility walk throughs and evaluating existing systems, Celtic can confidently say there is at least 25% savings available of the utility consumption covered by phase 1 of the project)	
Savings Goal Dollar Amount - LOW (\$)	\$57,432
(Derived by multiplying the LOW savings percentage by the utility consumption covered by phase 1 of the project)	
Savings Goal Percentage - HIGH (%)	35%
(Based on facility walk throughs and evaluating existing systems, Celtic thinks as much as 35% savings is possible out of the utility spend covered by phase 1 of the project)	
Savings Goal Dollar Amount- HIGH (\$)	\$80,405
(Derived by multiplying the HIGH savings percentage by the utility spend covered by phase 1 of the project)	
Expected Inflation for Energy Costs (%)	2.00%
(Based on the Escalation Rate from EERC, which blends electric & natural gas, includes forecasts for rising energy rates and general inflation)	
Total Estimated Contract Value for Phase 1- LOW (\$)	\$1,021,913
(Annual Payment/Savings from Year 1 to Year 15)	
Total Estimated Contract Value for Phase 1- HIGH (\$)	\$1,430,678
(Annual Payment/Savings from Year 1 to Year 15)	

ESCO Phase 1 Cash Flow Prepared by Celtic as of 8-21-18

Performance Year	FY	Estimated Annual Payment and/or Savings (\$) LOW	Estimated Annual Payment and/or Savings (\$) HIGH	Description
-	2018	-	0	Preliminary Assessment
-	2020	-	0	IGA Development
0	2022	28,716	40,202	Design & Construction
1	2023	57,432	80,405	Performance
2	2024	58,581	82,013	Performance
3	2025	59,752	83,653	Performance
4	2026	60,947	85,326	Performance
5	2027	62,166	87,033	Performance
6	2028	63,410	88,774	Performance
7	2029	64,678	90,549	Performance
8	2030	65,971	92,360	Performance
9	2031	67,291	94,207	Performance
10	2032	68,637	96,091	Performance
11	2033	70,009	98,013	Performance
12	2034	71,410	99,973	Performance
13	2035	72,838	101,973	Performance
14	2036	74,295	104,012	Performance
15	2037	75,780	106,093	Performance

USM ESCO Project Timeline

***Celtic is not yet under contract for items in red**

Overall Project Phase	Celtic's Phase	Step	Definition	Status	Deadline	Notes
1	1	Evaluate	Evaluate potential for ESCO	Completed	February 28 th , 2018	
1	2	Scope of Work	Create list of possible projects & ballpark estimate of project size	Completed	June 30 th , 2018	Determined to be 1.1 million sq. ft. & between \$6.8-\$9.5 million cost
1	3	Write RFP	To solicit proposals, so we can find a qualified ESCO Company	Pending	October 15 th , 2018	USM can back out with no penalty. Include pilot scope and full scope in the RFP, with the pilot being first step
1	3	Get Approval from Board of Trustees	Seek their approval to release ESCO RFP	Pending	FFT Meeting- October 31st, 2018; Full Board- November 18 th & 19th	
1	3	Release RFP & Begin Collecting Responses	5-15 ESCOs will likely submit proposals	Pending	November 26 th , 2018	USM can back out with no penalty
1	3	Decide on ESCO Company to Hire	RFP Committee of Facilities staff, guided by Strategic Procurement, will decide on winning company	Pending	January 15 th , 2019	USM can back out with no penalty
1	3	Contract with ESCO Company	Winning company earns right to contract with us, if we can come to a mutually beneficial deal	Pending	March 15 th , 2019	USM commits to a \$25k "walk-away fee" from ESCO if we back out in the next stage
1	4	ESCO Conducts "Investment Grade Audit"	USM signs "IGA Agreement" and ESCO begins measuring energy & examining equipment in order to calculate specific anticipated savings	Pending	September 15 th , 2019	\$25k "walk-away fee" now in effect if we back out
1	5	Write & Collect Financial RFP Responses	To identify a 3 rd party financier to back the project	Pending	January 31st, 2020	

1	5	Negotiate with ESCO & Financer on Final Project Scope & Cost	We enter into 15-year agreement	Pending	January 31st, 2020	If contract negotiations fail, then we pay ESCO \$25k fee. Lease of space and/or equipment will need to be discussed.
1	6	ESCO Starts Construction	15-year term begins after everything is installed	Pending	March, 2020	Need to sign a new contract with Celtic to continue helping through construction phase and for periodic measurement & verification (M&V) reviews over 15 years
1	7	ESCO Finishes Construction and M&V Activities Begin		Pending	March, 2021	
2	8	USM Reviews Performance, Seeks Board Approval for Phase 2 & Begins Negotiation with ESCO to Complete Full Scope		Pending	June, 2022	USM reviews first annual M&V report to gauge performance
2	9	ESCO Conducts "Investment Grade Audit" on the Rest of the Scope		Pending	June, 2023	
2	10	USM Modifies Contract with ESCO to Incorporate the Rest of the Scope		Pending	August, 2023	
2	11	ESCO Conducts Construction on Full Scope		Pending	October, 2024	
2	12	Celtic assists with Ongoing M&V Activities for 15 years		Pending	October, 2024	

University of Maine at Farmington
Presidential Search Committee Members

Trustees (3)

- David MacMahon (*Search Committee Chair*)
- Betsey Timm
- Karl Turner

Faculty (3)

- Dr. Wendy Harper, *Associate Professor of Economics*
- Dr. Jean Doty, *Professor of Biology*
- Dr. Deborah Overstreet, *Associate Professor of Literacy*

Undergrad Students

- Jessica Freeborn, *Student Senate Chair*
- Page Cadorette (Alternate)

Academic Administration

- Dr. Katherine Yardley, *Interim Vice President for Academic Affairs/Provost*

Staff

- Jess Berry (Salaried), *Director of Learning Assistance Center*
- Lori Tremblay (Hourly), *Administrative Specialist CL2, School of Natural Sciences*

Board of Visitor

- David Levesque, Esq., *Chair of UMF Board of Visitors, Law Office of David Levesque, P.A*

Alumni/Community Representative

- Craig Larrabee, *President/CEO of Job's for Maine's Graduates (JMG)*

Chancellor Designee

- Dr. Robert Neely, *Vice Chancellor for Academic Affairs*

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University of Maine at Farmington
 Draft Presidential Search Timeline Summary

Action	Date/Time	Location	Details
Consultant Site Visit	October 31- November 1	Farmington	Consultant meets faculty, students, staff, administrators, and Trustees to learn about the community and the institution and solicit input on the search.
Introductory meeting of search committee	November 9, 2018	Farmington Campus	Meet and greet, high level overview of committee service; campus challenges/opportunities and desired characteristics of next President in light of campus needs and One University priorities and principles.
Board of Trustees authorizes committee to initiate search	Sunday, November 18, 2018	Board meeting, USM	Board finalizes qualifications and authorizes committee charge.
Official charging of the search committee	November 28, 2018	Farmington Campus	Chancellor Page charges the committee; discussion of candidate criteria and qualifications; search policies and procedures; EO and confidentiality.
Finalize prospectus	Late November/early December	-	Post and advertise position
Candidate Screening	December through February	-	Consultant builds candidate pool and committee develops screening process and metrics. Committee individually screens applications.
First-Round (neutral site) Interviews	April 1-5	TBD	Committee conducts first-round interviews; selects 4-6 candidates for referencing.
April 24 – May 1 or 2			Finalists visit campus. (Semester classes end May 3, 2019)
Search committee concludes work and presents summary to Chancellor	By May 10th	In person	Search chair presents final candidates' strengths and limitations to the Chancellor.
May 19 – 20, 2019 Board of Trustees meeting, UMA			Board selects next President and/or authorizes final negotiations.
Early June			Public announcement



**FY2019
E&G and Auxiliary
Forecast
As of 10/31/2018**

(Based on internal budget format)

UNIVERSITY OF MAINE SYSTEM
FY2019 E&G and AUXILIARY FORECAST #1
As of 10/31/18

Excluding unrestricted investment income, the Universities, Governance, and University Services are projecting an operating loss of \$3.9 million; an improvement of \$679 thousand compared to the budgeted loss of \$4.5 million.

E & G and AUXILIARY FY2019			
	Operations		
Institution	Budget	Forecast	Variance
UMAINE	\$ -	\$ 1,471,033	\$ 1,471,033
UMA	(2,989,358)	(2,369,411)	619,947
UMF	-	(717,640)	(717,640)
UMFK	6,633	3,201	(3,432)
UMM	-	(496,289)	(496,289)
UMPI	-	(46,050)	(46,050)
USM - Excluding Law	196,231	(153,253)	(349,484)
USM - Law ¹	(1,231,216)	(1,196,228)	34,988
Campus Total	(4,017,710)	(3,504,637)	513,073
Governance	-	-	-
University Services	(525,433)	(359,813)	165,620
TOTAL	\$ (4,543,143)	\$ (3,864,450)	\$ 678,693
¹ USM - Law is approved to receive up to \$500,000 of Budget Stabilization Funds at year end to offset any deficit.			
Unrestricted Investment Income	\$ 4,387,337	\$ (1,286,315)	\$ (5,673,652)

Major factors impacting FY2019 forecast

- Unrestricted investment income is budgeted at \$4.4 million; the current loss on unrestricted investments is \$1.3 million for a budget-to-actual variance of \$5.7 million to date.
- Enrollments were above budget at UMA and the Law School. Although total enrollments were below budget at USM, non-resident enrollments were 25% above budget.

FALL ENROLLMENT (CREDIT HOURS)				VARIANCE BY RESIDENCY	
	Budget	Actual	Variance	In-State	Out-of-State
UMAINE	140,181	139,453	(728)	(521)	(207)
UMA	33,420	33,644	224	(324)	548
UMF	27,875	25,466	(2,409)	(2,025)	(384)
UMFK	15,608	14,316	(1,292)	(509)	(783)
UMM	7,384	6,440	(944)	(223)	(721)
UMPI	15,300	13,993	(1,307)	(1,108)	(199)
USM - Excluding Law	81,822	80,902	(920)	(3,312)	2,392
USM - Law	3,621	3,699	78	(197)	275
TOTAL	325,211	317,913	(7,298)	(8,219)	921

- UM projects positive operating results due primarily to anticipated vacancy savings.
- UMA's enrollment projection is to meet budget; UMA's favorable variance is due to identified vacancy savings and fund transfers.
- UMF's revenue projections are \$2.1 million below budget; this is partially offset by estimated reductions in operating costs (\$910 thousand) and capital investments (\$518 thousand).
- UMFK continues to project positive operating results due to reversing the planned expansion of athletic scholarships, eliminating 2.75 new positions proposed in the FY19 budget, and not offering a new tennis program.
- UMM will be monitoring expenses to secure as many one-time savings as are feasible to offset the projected loss.
- UMPI is holding vacant positions to help offset the Fall tuition shortfall.
- USM is projecting unrestricted waivers and scholarships to exceed budget by \$2.5 million due to the number and type of students enrolled. This will be partially offset by anticipated vacancy savings.

Travel & Memberships/Contributions Reporting

Public Law 2011, Chapter 616 requires periodic reporting of the actual travel & contribution costs to the Board of Trustees. The budget-to-actual comparisons through October 2018 are below.

Travel, Meals & Entertainment				
Funding Source	Budget	Actuals	Unexpended	
E&G/Auxiliary	\$ 6,482,306	\$ 2,007,885	\$ 4,474,421	69.0%
Restricted/Other	4,773,200	1,066,624	3,706,576	77.7%
Total	\$ 11,255,506	\$ 3,074,509	\$ 8,180,997	72.7%

Memberships, Gifts, Donations & Sponsorships				
Funding Source	Budget	Actuals	Unexpended	
E&G/Auxiliary	\$ 1,568,744	\$ 755,596	\$ 813,148	51.8%
Restricted/Other	566,400	244,497	321,903	56.8% *
Total	\$ 2,135,144	\$ 1,000,093	\$ 1,135,051	53.2%

**Excludes reversal for payover to the new USM Osher Map Library Foundation*

University of Maine System Board of Trustees

Declaration of Strategic Priorities to Address Critical State Needs

Introduction

The University of Maine System Board of Trustees has a fiduciary responsibility to allocate resources strategically to serve the educational needs of Maine citizens most effectively and to advocate for public higher education as a means to strengthen the economy and communities of the State. In May 2016, the Board adopted the following Primary and Secondary Outcomes to meet this charge and strategically guide resource allocation and investment within UMS through 2021.

Primary Outcomes

Increase enrollment

Improve student success and completion

Enhance UMS fiscal positioning

Support Maine through research and economic development

Secondary Outcomes

Relevant academic programming

University workforce engagement

While these remain the right general outcomes for University of Maine System universities, the Board has become keenly aware that the State of Maine's current and future demographic trends and workforce needs demand a renewed focus and amplification of the 2016 Outcomes. The Board has determined that UMS universities must better serve their learners to be academically responsive to the State's critical workforce needs and be more competitive in the national higher education marketplace. The Board therefore now declares a number of strategic priorities necessary to meet the Outcomes and provide UMS leadership with sufficient direction and authority to address these critical State needs in service to the people, communities, and businesses of Maine.

The Challenge

With a total population of only 1,350,000, Maine is the nation's oldest state and is aging rapidly, creating new demands for services and great challenges for the state's workforce. Over the next 15 years, Maine's prime working age population of adults aged 25–64 will shrink from over 700,000 to 600,000, a decline of roughly 15 percent. Over that same time, the number of high-school graduates will gradually decline before making what some demographics experts predict will be a more precipitous drop after 2026 due to a nationwide decrease in births starting with and following the 2008 recession. While Maine's workforce is shrinking in absolute numbers, it is also experiencing a growing skills gap. In the years ahead, nearly two-thirds of new jobs will require a post-secondary credential or degree in existing and emerging fields in which employers will demand concrete evidence of employability, while only just over 40 percent of adults hold such credentials today. The explosion of artificial intelligence and machine learning technology, and the growing spread of these and other data science capabilities throughout the economy, will result in many new economy jobs requiring new skill sets. Maine needs capital investment to land its share of those jobs, but it will not attract significant capital investment unless it increases the availability of human capital for business formation and expansion. Maine is already in an acute workforce crisis that could imperil its economy for a generation.

At the same time, a declining traditional-age student population, particularly in the northeastern United States, increases competition for students among higher education institutions – competition that will intensify at the same time a revolution is unfolding in higher education learning and teaching. Spurred by both information technology and changes in how the market assesses and values traditional degree programs, higher education is becoming unbundled, modular, and more focused on experiential learning and skills development. These trends presage acute enrollment challenges, particularly at UMS’s smaller campuses, at the very time when those campuses are ever more vital to their communities. And worse, this occurs as Maine’s rural economy and workforce and Maine employers need more – and more appropriately prepared – workers. Every UMS campus needs to be responsive to these trends as well as to the human capital requirements for the formation and expansion of Maine businesses.

The challenges UMS faces in Maine are consistent with the challenges faced by the entire U.S. higher education enterprise: escalating costs, intense global competition, poor completion rates, inadequate resources to enact transformation, and increased accountability for student outcomes and return on investment. As the Board proposes solutions for Maine through the goals and actions described here, it is at the same time addressing national and even global challenges to ensure meaningful, relevant, and sustainable approaches to higher education for a changing future.

The Solution

The State of Maine has charged its higher education institutions to work together cooperatively with Maine businesses to advance the Maine economy. To fulfill that mandate, UMS must comprehensively and continuously adapt its curriculum, programs and services, both in substance and in manner of delivery, to meet Maine’s workforce needs and to remain relevant and competitive. And UMS must continue to grow the research and knowledge base that will support those emerging workforce and business needs to enable and even catalyze innovation in Maine. However, solving Maine’s workforce crisis in a time of rapid changes in learning and teaching requires more – a new vision for a public education continuum in Maine that creates learner success for all stakeholders from early childhood to retirement. UMS must play a vital role in bringing together education and policy leaders to ensure this vision is learner-centric, nimble, collaborative, data-driven, knowledge-generating, continuously improving, and properly resourced.

Therefore, it is the policy of the University of Maine System Board of Trustees that UMS exercise leadership among Maine’s education systems and policy makers to realize this vision. System leadership shall promptly take the steps necessary to begin this process, initially including strategic collaboration among UMS universities and expanding to timely information sharing and innovation along the entire public and private education and learning continuum. The primary goal of these efforts must be maximizing educational attainment in Maine through the provision of quality, affordable, accessible, relevant and responsive programs and services that meet the changing needs of both Maine’s students and employers.

UMS leadership will be guided by the One University principle of making all UMS university resources available to support Maine families, businesses and communities regardless of location. UMS has made significant progress since 2012 in transforming its business model to become more efficient, affordable, and responsive. The readily apparent aggregate impact of Maine’s current and future workforce crisis, demographics, and the changing higher education marketplace on the educational needs of Maine students and employers requires UMS to take further definitive actions to more fully realize the benefits of One University to best respond to these critical State needs.

Now, therefore, acting in furtherance of its purpose to invest its resources strategically to serve the educational needs of the citizens and strengthen the economy and communities of the State most effectively, and recognizing as well that existing UMS programs and actions not identified herein that nevertheless advance the Board's 2016 Priority Outcomes and serve the needs of the State should continue to be strategically pursued and adequately resourced, the University of Maine System Board of Trustees finds, declares, and directs that UMS leadership take all necessary actions to achieve the following interrelated goals and actions. The actions described below are only first steps. The realization of the goals that follow will require sustained commitment, focus and resources for years to come.

Strategic Goals and Actions

1. **Advancing Workforce Readiness and Economic Development** – The State of Maine's declared higher education public policy requires UMS universities to cooperate among themselves and with Maine businesses to develop educational programs that advance the Maine economy. Given Maine's demographic and economic challenges and workforce needs, UMS must strategically manage a collaborative, student-centered public higher education system that maximizes learner employability and economic opportunity and development, characterized by flexible, 21st century life-long learning opportunities, business and economic development, and research that drives economic innovation, all derived from effective partnerships and continuous feedback among students, parents, public education systems, policy makers, and employers.

Action 1:

Create effective partnerships and feedback loops with each major industry and employment sector that aligns priority program instruction, including experiential learning opportunities, with UMS capacity and workforce needs in order to maximize student employment readiness and executive and professional development and advancement. Ultimately, every UMS program will have the means to acquire continuous feedback from relevant market segments and provide meaningful work or professional development-related experiences for its students.

Immediate Deliverable: The Chancellor, working with senior leadership and using the most relevant current market data, will deliver a Workforce Engagement report that prioritizes programs and associated industries that maximize workforce impact and business and economic development, and that includes a gap analysis of UMS capacity with recommended steps for achieving full engagement, program alignment mechanisms, pathways for experiential learning opportunities, etc., for the March 2019 Board meeting.

Action 2:

Strengthen research and economic development efforts to support Maine industries and to foster business formation and expansion.

Immediate Deliverable: As chartered by the Chancellor, the University of Maine President will deliver a multi-year plan for expanding the UMS research profile by March 2019.

Action 3:

Operationalize the Maine Center for Graduate and Professional Studies as a central and robust resource for students and employers for graduate/professional education, development, and advancement, including graduate certificates, across Maine.

Immediate Deliverable: This work is underway. The Maine Center Ventures Chief Executive Officer, working with and through the Maine Center Ventures Board and academic program leadership at the University of Maine and University of Southern Maine, will present a comprehensive analysis of current work and recommendations for the next project stage at the January 2019 Board meeting. UMS leadership will also consider whether Maine Center Ventures employer engagement efforts in support of the Maine Center can be applied effectively at scale to support Action 1 deliverables above.

Action 4:

UMS will develop coordinated workforce micro-credentials in collaboration with existing businesses, non-profit, and community partners and deemed relevant in the workplace for economic advancement and expansion.

Immediate Deliverable: The Vice Chancellor for Academic Affairs, in coordination with campus leaders and Maine Center Ventures as appropriate, and informed by the deliverables from Actions 1-3 above, will develop a regionally-focused, pop-up style of credentialing for current employment needs that can be quickly adapted to future needs by May 2019.

2. **Increasing Maine Educational Attainment** – UMS must expand access to the benefits of higher education in Maine. While Maine performs well in graduating students from high school, it lags behind much of the U.S. in post-secondary educational attainment. A worsening skills gap that stymies employers seeking to add new workers or replace retirees haunts our economy. There are a number of underserved populations UMS must draw on to increase attainment, including a greater percentage of high school graduates, adults – especially those with some post-secondary experience but no degree - historically underserved groups, veterans, new Mainers, which together comprise a “hidden workforce” that can be brought forward to compete successfully in the new economy. UMS must increase its commitment to serving all these populations across the early childhood to retirement continuum, but it must focus especially on adult learners and reducing the cost of credential or degree attainment.

Action 1:

In coordination with attainment efforts with public and private partners to meet the MaineSpark goal of 60% of adults having a post-secondary degree or credential by 2025, UMS must ensure its academic programs and student support services are fully aligned with and able to support adult learner needs.

Immediate Deliverable: Use all appropriate findings and recommendations from the June 2018 Adult Degree Completion (ADC) report, the workforce engagement report (Item 1 - Action 1), and the Maine Development Foundation’s 2018 *Making Maine Work* Report as the basis for developing comprehensive implementation and execution strategies to provide adult learners with affordable, flexible, stackable, credential- and degree-based programming that is aligned with the needs of this learner population and their employers. These strategies should identify target opportunities for the immediate development of appropriate program delivery modalities and credential development, priority external partnerships (e.g., DOE, DOL), and the needed resources and funding sources. A report of implementation and execution status will be provided for the March 2019 Board meeting.

Action 2:

Expand early college and related programs to reach a participation rate of 5,000 high school juniors and seniors by 2022, and make available programs that will provide opportunity for at least half of all Maine students to graduate from high school with an Associate degree or equivalent credits by 2025, enhancing their educational goals and reducing their need for or reliance on student debt.

Immediate Deliverable: The Chancellor working with the VCFA will deliver a sustainable, long-term funding plan for this initiative by March 2019 and engage Maine policy makers as appropriate. The VCAA will deliver regular updates to the Board's Academic and Student Affairs Committee on program progress on a schedule to be determined.

Action 3:

To remain competitive, UMS must retain its status as a national leader in higher education affordability and tuition restraint, limiting tuition increases, investing in financial aid, and creating pathways for students with the highest need to complete their educational programs without tuition debt. UMS will strive to make all credential and degree attainment readily affordable and accessible to all Maine families, with the lowest possible level of debt.

Immediate Deliverable: Through the Chancellor's office, UMS and campus leaders will engage with Maine policy makers to share their expertise and develop state-wide strategies to increase access and affordability and further reduce student debt associated with attainment and report to the Board no later than May 2019 on these efforts. UMS and campus leaders will analyze existing efforts and report to Academic and Student Affairs on which programs can be scaled to have the most significant impact on reducing UMS student debt load.

3. **Aligning Academic Programs and Innovation to Drive Student Success and Employer Responsiveness** – Each degree awarded by the UMS BOT certifies that the graduate has mastered a rigorous course of study that prepares the recipient for engaged citizenship and a readiness to engage meaningfully in Maine's economy. UMS must ensure that all its programs and credentials equip students with the best chance to be successful in both arenas. To accomplish these outcomes, UMS will ensure its courses and programs provide innovative market-relevant content and instruction that is aligned with the changing market for higher education.

Action 1:

UMS will develop innovative and highly collaborative academic programming models, pedagogical strategies, faculty development initiatives, and pilot projects to transform its academic programming to become and remain competitive with the changing post-secondary education market and achieve student success outcomes that meet critical State needs. This transformation will require bold steps that include a comprehensive and integrative process of System-wide program assessment, planning, prioritization, integration with workforce and attainment goals, and resource allocation, as well as all necessary changes to program approval procedures and associated administrative processes to ensure rapid, flexible and responsive program consideration and deployment.

Immediate Deliverables:

- The Chancellor and VCAA will work with senior academic leadership to propose appropriate approval process(es), procedures, and structure that foster rapid, responsive program development, deployment, and evaluation. An expedited System-wide program implementation mechanism will be in place by Fall 2019.
- The Chancellor and VCFA will report recommendations to the Board by its May 2019 meeting for how the fiscal year campus budget development and approval process may be adapted to permit and facilitate more strategically coordinated human, financial, and programmatic resource allocation across the System to achieve the academic program responsiveness and efficiencies directed herein.

Action 2:

UMS will demonstrate academic responsiveness by establishing interdisciplinary programs with innovative pedagogies that prepare students to engage in key areas emerging for the growth of Maine's digital economy.

Immediate Deliverable: Building on work already underway, the Presidents of the University of Maine and University of Southern Maine will report to the VCAA, Chancellor, and the Board with specific recommendations for programmatic innovations in the areas of data science (including artificial intelligence and machine learning), biomedical engineering, and health-related biosciences and genetics, with a timeline for implementation, by May 2019.

4. **Maintaining Competitiveness and Sustainability to Meet Critical State Needs** - Although enrollment decline is acute in Maine, it is a problem throughout the United States and especially in the Northeast. Many institutions in our region are competing within the same shrinking pool of potential students. UMS must move aggressively and collectively now to develop and implement concrete plans to address this looming threat to assure the continued viability of our smaller campuses in the face of declining population and enrollment, while at the same time strategically coordinating the use of UMS resources across and among all UMS universities on One University principles to maximize both public accountability and responsiveness to critical State needs, and to assure ongoing competitiveness and relevance in the national higher education marketplace.

Action 1:

As deemed necessary to successfully execute the actions directed herein, UMS and campus leadership will accelerate the transition to One University organizationally, systemically, and culturally to facilitate resource allocation and investments across UMS that best achieve these outcomes.

Immediate Deliverable: As a summation of the above Action Item Deliverables, the Chancellor, as informed by UMS leadership, will make recommendations to the Board no later than May 2019 regarding budgetary, organizational, or structural changes that may be necessary to achieve the required deliverables, remain competitive, and meet critical State needs in a resource-limited environment.

Capital Project Status Report

Executive Summary

Attached is the Capital Project Status Report for the November 18-19, 2018 meeting of the Board of Trustees.

The report reflects a total of 15 projects, with two projects having been removed since the previous report, and one new project having been added.

The new project is the UMPI Greenhouse which was approved for expenditures up to \$850,000 at the September 2018 Finance, Facilities and Technology (FFT) Committee meeting.

One project will be removed from the next subsequent report due to completion. That project is the Forestry Geographic Info Systems Tech. Labs/Nursing Lab Renovation/Teleconference Center Upgrade (3100029, 3100030, 3100031) at UMFK. That removal status is indicated on the report listing.

The largest single project currently in the portfolio continues to be the Engineering Education and Design Center (EEDC). Although the current budget approval is limited to \$9.0 million, the often-cited estimated total cost of the project is \$75 to \$80 million. It is expected that this project ultimately will affect the data in this report more than it does currently.

Please note that more than half of the current major projects being tracked are complete or substantially complete, or have scheduled completion dates of the current calendar year. Those details are included on the attached listing of projects.

In addition to the routine elements of the report above, there are several additional items to bring to the committee's attention:

Capital Budget Advisory Team has convened:

The Capital Budget Advisory committee has convened for FY2019. This System-wide team of presidents, provosts, CBOs, budget staff and others resulted from Trustee recommendations regarding both facilities and the budget. The team help to guide and to foster communication about the annual capital budget process as well as special capital initiatives, such as the space reduction initiative approved in January by Trustees. The group is led by the UMS Treasurer and facilitated by the Chief Facilities Management and General Services Officer. The full team meets approximately monthly and next meets November 14, 2018.

Portland housing P3 proceeding at USM:

11/08/2018

As mentioned at the September FFT Committee meeting, USM is in the process of soliciting expert services to assist in pursuing a potential P3 project to meet the need for student housing on the Portland campus. A solicitation (RFP 2019-021) for expert services was issued October 1 and the current submission deadline is November 1st. This activity is consistent with the report on Student Housing provided to the Board in November 2016. The current solicitation is for expert services only. It is not the solicitation for the P3 itself, but rather is preparatory to it. An update on the potential P3 initiative, including an approval request to proceed with an actual P3 solicitation, is potentially forthcoming to Trustees in 2019.

Approval process clarification and confirmation:

In a related note, UMS wishes to clarify with Trustees the process being followed for alerting Trustees to P3 or similar projects which may result in capital projects being constructed for University occupancy but which are not necessarily directly funded by or constructed by a university. Examples of this include the USM Brooks Student Center Dining Hall project which was brought forward this month for Trustee's approval, but which may in fact be funded by private resources from Sodexo, and, likewise, the USM housing P3 project being advertised for expert assistance. In neither case is the University advertising for the construction of an established design already determined by the University, so the Trustees normal approval requirements are not an exact fit even though the outcome in both instances may be substantial capital projects. UMS currently seeks to err on the side of transparency in bringing such matters forward. That is, we bring these matters forward for the information of and consideration by Trustees when timely and at junctures analogous to the typical construction process, rather than not at all or only at the conclusion of the project, and to act as though the scope and cost of the capital project, rather than the manner of delivery should trigger Trustee consideration. We will continue to proceed in this manner in our best judgement until directed otherwise by Trustees.

Legislative report inaugurated:

Further, for Trustees information, in a footnote to the pending bond proposal, Part C of LD 836 as amended includes a requirement for the University to provide a report to the legislature on facility conditions and infrastructure investments every two years. This first update will be due January 7, 2019. The Capital Planning and Project Management team is working with Sam Warren to ensure the data is available and will be provided in the expected timeframe.

Construction costs reported increasing in Maine:

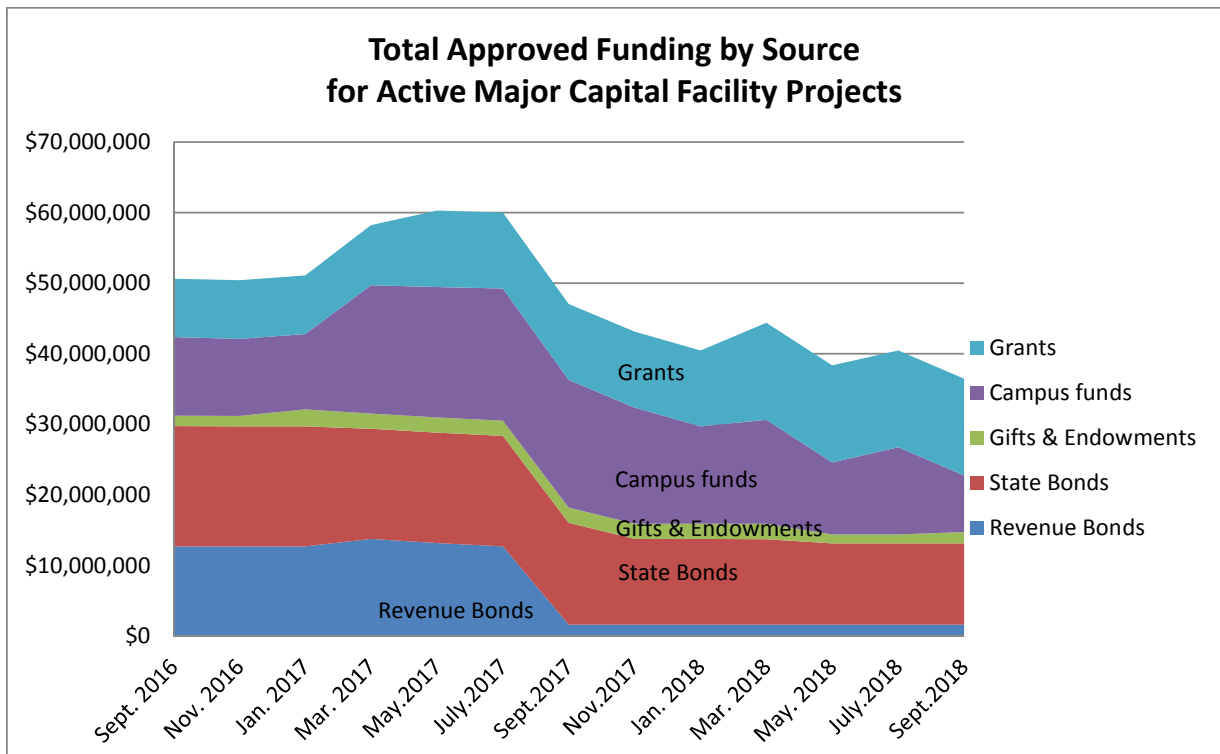
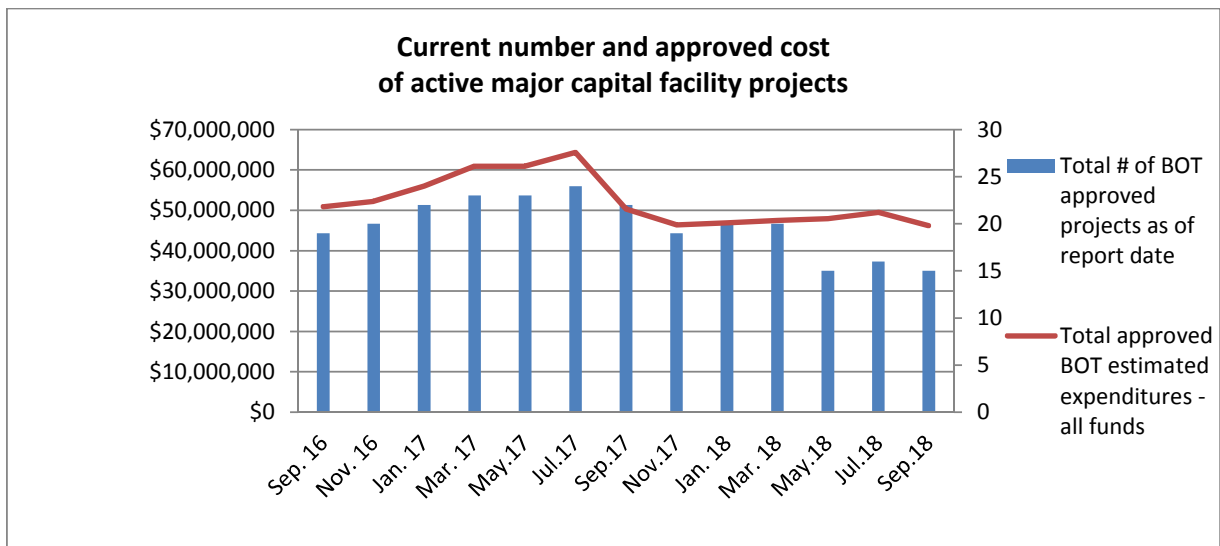
Finally, as an important note, industry is reporting a trend in increased costs for construction both based on inflationary increases and labor shortages in Maine. The following article is from MaineBiz, August 22, 2018. Whether or to what extent this impacts the University remains to be seen, but Trustees should be aware of the prospective cost increase.

As a story MaineBiz recently reported:

.....Increased costs and labor shortages are impacting the needs of Maine school districts that have plans for new construction in the works.

Maine Public reported that some project costs have increased by 30% or more. Yarmouth Superintendent Andrew Dolloff told Maine Public his district planned for about \$35million for expansion of three schools, but estimates came in over \$60 million. Associated General Contractors of Maine CEO Matt Marks said rising costs are due in part to rising materials costs and to competing projects from organizations like Colby College and Maine Medical Center.

Colby College has made a \$50 million investment in downtown Waterville, including buying and renovating four buildings and constructing a 150,000-square-foot mixed use building slated to open in August. Maine Medical Center this year began a multi-phase \$512 million modernization project at its Portland campus.....



11/08/2018

Capital Project Status Report
Board Approved Projects
November 2018 - Board of Trustees
With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UM								
Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	Grants (77%), 2010 State Energy Bond (11%), Gifts (12%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Construction in Progress	2014	2018	\$6,400,000	\$10,400,000	90%	Board Approved \$6.4M in November, 2012. Board approved \$1.6M in March 2014. Board approved increase of \$871,000 in March 2015. BOT approved additional \$1.5M in May 2016 for equipment project.
Cooperative Extension Diagnostic & Research Lab (5100387)	2014 State Bond (85%), Campus E&G Funds (10%), Grants (5%)	Substantially Complete	2016	2018	\$9,000,000	\$9,400,000	95%	BOT approved \$9M in July, 2015. Board approved increase of \$400,000 in July 2017.
Aquatic Animal Health Facility (5100440)	Grants (82%), Campus E&G Funds (18%)	Substantially Complete	2017	2018	\$2,300,000	\$2,800,000	66%	Board approved \$2.3M in January, 2017. Board approved increase of \$500,000 (8.6%) in project cost in November, 2017.
Barrows Hall ESRB Lab Renovations (5100424)	Campus E&G Funds (100%)	Complete	2017	2018	\$1,900,000	\$1,900,000	83%	Board approved \$1.9M in March, 2017
** Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (100%)	Design in Progress	2017	2019	\$3,000,000	\$3,000,000	5%	Board approved \$3M in July, 2017.
Engineering Education and Design Center (5100458)	Bond (0%), Campus E&G Funds (100%)	Design in Progress	2024	2024	\$1,000,000	\$9,000,000	11%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018.
Wells Commons Generator (5100433)	Campus Auxiliary Reserves (100%)	Substantially Complete	2019	2019	\$525,000	\$525,000	10%	Board approved \$525,000 January, 2018.
CCAR EDA Hatchery Building Roof Replacement (5100456)	Campus Auxiliary Reserves (100%)	Design in Progress	2019	2019	\$562,000	\$562,000	3%	Board approved \$562K in June, 2018.
UMF								
Science Labs Renovations (Preble & Ricker (2100065, 2100068)	2013 Lab & Class State Bond (91%), Grants (9%)	Substantially Complete	2014	2018	\$1,377,000	\$1,377,000	89%	Board approved \$1.377M in July 2014.
UMFK								
*** Forestry Geographic Info Sys Tech Labs/Nursing Lab Renov/Teleconf Ctr Upgrades (3100029 3100030 3100031)	2013 Lab & Class State Bond (100%)	Substantially Complete	2014	2018	\$1,200,000	\$1,200,000	99%	Board approved \$1.2M in May 2014.
UMM								
** Compressed Natural Gas Heating Conversion (4100028)	Revenue Bonds (100%)	Substantially Complete	2014	2019	\$1,800,000	\$1,800,000	84%	Board approved \$1.8M in July 2014.
USM								
Athletic Field Lighting (6100289, 6100305, 6100306)	Campus E&G Funds (49%), External Lease Financing (51%)	Substantially Complete	2018	2018	\$1,780,000	\$1,780,000	90%	Board approved \$1.78M in March, 2018. Board approved execution of a tax-exempt master lease financing agreement not to exceed \$1M in May, 2018

Board of Trustees Meeting - Reports

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
USM								
USM Center for the Arts (6100300)	Gifts (100%)	Pre-Design in Progress	2022	2022	\$1,000,000	\$1,000,000	0%	Board approved \$1M in January, 2018.
Corthell Hall HVAC Upgrades (6100295)	Campus E&G Funds (100%)	Substantially Complete	2018	2018	\$550,000	\$550,000	85%	Board approved \$550K in May, 2018.
UMPI								
* UMPI Greenhouse (7100010)	Campus E&G Funds (30%), Gifts (70%)	Design in Progress	2018	2019	\$850,000	\$850,000	8%	Board approved \$850K in Septmeber, 2018.
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.					Percentage expended reflects total expended as of September 30, 2018 as a percentage of the current approved project estimate.	

University of Maine System
Annual Report on Real Estate and Lease Activity

Executive Summary

Board Policies 801 and 802 governing property acquisitions and disposal require an annual information report on acquisitions and dispositions of real property to be prepared for the Board of Trustees. This summary and attachment comprise the report for FY2018.

Real Estate Transactions:

In summary, one disposition by transfer of land previously approved by Board action occurred within the fiscal year. This transfer resulted in a disposition of 3.19 acres from the UMaine campus, transferred to the Maine Department of Transportation, in connection with a traffic improvement project at the campus in Orono.

UM was approved to transfer through donation 3.19 acres located at the south boundary of campus on State Route 2 (Park Street) to the Maine Department of Transportation (MDOT) for the construction of a two-land roundabout at the entrance to campus. The Board approved this action at the November 2017 meeting. The value of the land that was transferred to the MDOT was estimated at \$255,200. The project began in spring 2018 and opened for use on Friday, August 17, 2018.

Three other acquisitions or dispositions were previously approved by Board action, but have not yet occurred to be reported on this year's report. These actions will result in an additional disposition and acquisition of 0.32 acres and 0.5 acres respectively at USM's Portland campus in connection with a traffic project; a 1 acre and 6,712 GSF disposition at UMPI's campus in connection with former federal housing property now owned but no longer needed by UMPI; and, a 0.18 acre and 750 GSF acquisition at UMaine's campus in connection with a camp being donated to UMaine from Baxter State Park's Scientific Forest Management Area.

Lease transactions:

In summary, the cost and revenue associated with real property leases across the University of Maine System both increased during the period, with revenue increases outpacing cost increases.

As a lessee, the University is engaged in agreements for uses such as office space, forestland, academic and research locations, University College centers, recreational fields, parking facilities, and utility purposes. Changes in leasing activity and continually improved tracking of activity produced an increase in reported annual costs of approximately \$25,000 or approximately 2 percent to a total cost of approximately \$1.2 million in FY2018.

One lease entered at the end of the fiscal year, which should have been presented to Trustees at that time but was not, is being disclosed here. The cost and duration of the lease, which is for space at the former Brunswick Naval Air Station in service to the University of Maine at Augusta's aviation program, do not require Trustee consideration. (It is for 3 years and has a maximum rent cost of approximately \$37,000 over that time, plus expenses, which is expected to be below the thresholds for Trustee consideration.) However, the lease also involves approximately 3,000 gross square feet of additional space being occupied and should have been presented to Trustees for that reason. The Chief Facilities Management and General Services Officer regrets the error.

As a lessor, the University is engaged in agreements covering uses such as research, early education and childcare centers, banking and financial services, office spaces, and cell tower locations. Compared with the prior year, the University's total revenue increased by 8 percent or approximately \$45,000 to a total of approximately \$632,000 in FY2018.

This report does not reflect Board actions not yet implemented, and does not contain work in process.

Overall, the University of Maine System continues to look for ways to decrease its footprint while increasing its use of space efficiency, as well as exploring opportunities for revenue through leases to third parties for under-utilized spaces at market rates.

EXECUTIVE SUMMARY
REAL ESTATE AND LEASE ACTIVITY REPORT

REAL ESTATE ACQUIRED FROM JULY 1, 2017 TO JUNE 30, 2018

	Acquired	Acreage	Sq. Ft	Value
-	0	0	0	0
TOTALS	0	0	0	0

REAL ESTATE DISPOSITION FROM JULY 1, 2017 TO JUNE 30, 2018

	Disposition	Acreage	Sq. Ft	Value
UMaine	1	3.19	0	\$0
TOTALS	1	3.19	0	\$0

Leased from Others (UMS is Lessee)

	Leases		Acreage		Square Feet		Annual Cost	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current
UMA	7	9	0	0	46,347	52,107	\$395,293.00	\$553,477.00
UMF	3	2	17.99	0.46	0	0	\$2,138.00	\$1.00
UMFK	1	1	2.3	2.3	0	0	-	-
UMaine	27	22	2708	2688	90,113	105,042	\$527,055.00	\$443,152.00
UMM	0	0	0	0	0	0	-	-
UMPI	0	0	0	0	0	0	-	-
USM	6	5	0	0	18,169	18,577	\$217,597.00	\$170,223.00
UMS	1	1	0	0	657	657	\$10,800.00	\$10,800.00
Totals	45	40	2,728.29	2,690.76	155,286	176,383	\$1,152,883.00	\$1,177,653.00

Leased to Others (UMS is Lessor)

	Leases		Acreage		Square Feet		Annual Cost	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current
UMA	2	3	0	0	5,500	6,544	\$1,800.00	\$17,325.00
UMF	2	2	0.1	0.1	6,009	6,009	\$18,000.00	\$19,800.00
UMFK	1	1	0	0	1,568	794	\$12,544.00	\$12,544.00
UMaine	29	32	28.9	31.38	24,078	21,355	\$172,626.00	\$182,263.00
UMM	2	2	0	0	2,610	2,610	\$23,501.00	\$28,301.00
UMPI	6	5	84.5	84.43	3,207	3,380	\$34,600.00	\$29,199.00
USM	20	19	0	1.91	27,421	29,481	\$324,126.00	\$343,011.00
UMS	0	0	0	0	0	0	0	0
Totals	62	62	113.50	117.82	70,393	70,173	\$587,197.00	\$632,443.00



**Board of Visitors
University of Maine
Annual Report
Academic Year - September 2017 to August 2018**

Overview

Chair, Owen McCarthy, Vice Chair, Philip Hamilton, and members of the Executive Committee provided excellent leadership for the University of Maine Board of Visitors during 2017-2018. During the past year, the full Board met three times; selected sub committees and focus groups met more frequently, in person, and by phone. The Board also had monthly phone updates with President.

The major focus points for this year were budget, enrollment management, advocacy, and strategic plan assessment.

Membership

There were 16 voting members of the University of Maine Board of Visitors this year. The board chairs of the University of Maine Foundation and the University of Maine Alumni Association, as well as a representative from the University of Maine at Machias Board of Visitors, attended in an *ex-officio* status. Of the 19 total members, 14 have homes in Maine; the other members reside in California, Massachusetts, New York, and Washington, D.C., but retain close ties to their *alma mater* and the state of Maine. Six of the 17 members are women. Eighteen of the members are University of Maine alumni. The professional backgrounds of BOV members are diverse and include, but are not limited to, law, healthcare, engineering, finance, banking, market development, policy, education, and nonprofit management. In addition to a balance of geographic location, and career fields, the BOV includes alumni and friends of the University of Maine who represent different cohorts (active professionals, retirees, etc.).

There are currently four vacancies on the University of Maine Board of Visitors with the following outgoing members in July 2018: William Johnson. New members: Karen Boucias, Michael Bourque, and Hannah Hudson.

Officers

Owen McCarthy, co-founder and President of MedRhythms Inc, served as Chair and Philip Hamilton, Managing Partner of Diablo Vista Capital, served as Vice-Chair. Tim O'Neil led the Advocacy Sub Committee.

Schedule

The UMaine BOV met on October 6, 2017 and June 2, 2018 on campus in Orono. The UMaine BOV and University of Southern Maine BOV held a joint meeting on February 11 and 12, 2018 in Portland, ME.

Conference calls were held with Presidents Hunter and Ferrini-Mundy on a monthly basis during months when the Board did not meet in person. These calls served to update the Board on topical matters of importance related to the University of Maine.

Meetings and Agenda Items

October 6, 2017

- Enrollment Update (Interim Vice President for Enrollment Management, Joe Lee)
- UMS Presentation on Bond Advocacy and Legislative Outreach (UMS Director of Government and Community Relations, Samantha Warren and Vice Chancellor for Finance and Administration, Ryan Low)

- Summary of 128th Legislative Session to date
 - Outline of UMS Legislative Priorities
- Maine Graduate and Professional Center Update (President Susan J. Hunter)
- Engineering Education and Design Center Update (President and CEO of the UMaine Foundation, Jeff Mills and Dean of the College of Engineering, Dana Humphrey)
 - Fundraising – Jeff Mills
 - Engineering Education and Design Center – Dana Humphrey
- Academic Affairs and Strategic Assessment Update (Executive Vice President for Academic Affairs and Provost, Jeff Hecker)

February 11 and 12, 2018

- Southern Maine Accepted Student Reception
 - Enrollment Update (Interim Vice President for Enrollment Management, Joe Lee)
 - Reception for Prospective Students and family members
- Budget Update (Chief Business Officer, Claire Strickland)
- ***University of Southern Maine BOV Members Joined***
- Greetings from the Chancellor (Chancellor James Page)
- Workforce Development Panel
 - Yellow Light Breen – President and CEO, Maine Development Foundation
 - Peter DelGreco – President and CEO, Maine and Company
 - Kimberly Hamilton – President, FocusMaine
- Campus Priorities
 - University of Maine (President Susan J. Hunter)
 - University of Southern Maine (President Glenn A. Cummings)
- Greetings from the Board of Trustees (UMS Board of Trustees Chair, Jim Erwin)
- Board Discussion (UM BOV Chair, Owen McCarthy and USM Board Chair, Clif Greim)
- ***University of Southern Maine BOV Members Departed***
- Report from Nominating Committee
 - Approval of nominations

June 2, 2018

- Welcome of new BOV Members (UMaine BOV Chair, Owen McCarthy and President Susan J. Hunter)
- Cabinet Presentations/Overview
 - Vice President for Student Life and Dean of Students, Robert Dana
 - Interim Chief of Staff, Kim-Marie Jenkins
 - Interim Vice President for Enrollment Management, Joe Lee
 - Vice President for Human Resources, Chris Lindstrom
 - President and CEO, UMaine Foundation, Jeff Mills
 - Interim Director of Athletics, Jim Settele
 - Chief Business Officer, Claire Strickland
 - Vice President for Innovation and Economic Development, Jake Ward
- Blue Sky Assessment Report (Executive Vice President for Academic Affairs and Provost, Jeff Hecker)
- Research and Graduate School Update (Vice President for Research and Dean of the Graduate School, Kody Varahramyan)

Submitted by: Amber Thompson
October 1, 2018



**Board of Visitors
University of Maine at Augusta
Annual Report
Academic Year - September 2017 - August 2018**

Overview

The Board of Visitors met regularly during fiscal year; the meeting cycle is quarterly. President Rebecca Wyke and key staff and faculty provided the Board with complete information regarding UMA's strategic initiatives, performance, student enrollment and matriculation statistics, financial outlook, enrollments and vital information regarding the current and future year budgets.

Membership

As of September 1, 2018, there are 13 members (2 female, 11 male)

Rocko Graziano, IT Business Manager, LL Bean Corp.
Andrew Silsby, CEO, Kennebec Savings Bank
Shawn Yardley, Social Service-Health Care, Government
Dawn Gallagher, Office of the State Coordinator for HIT
Randall Liberty, Warden, Maine State Prison
Craig Larrabee, CEO, Jobs for Maine's Graduates
Matthew Pouliot, Realtor and Maine House of Representatives - District 86
John Finnegan, Retired President, Macomber, Farr & Whitten
Craig Hickman, Maine House of Representatives - District 81
Jennifer Riggs, VP of Patient Services & Chief Nursing Officer, MaineGeneral Medical Center
Tom Keller, Senior Research Scientist, MMSA
David Cloutier, Veterinarian, Veazie Veterinary Clinic
Richard (Dick) Thompson, Retired CIO, UMS

Officers

Andrew Silsby, Chair
Dick Thompson, Vice Chair, Liaison between the BOT & UMA BOV

All officers are engaged fully in both the community UMA serves and the institution itself. They are excellent ambassadors for UMA.

Outgoing Members

D'arcy Main-Boyington, City of Brewer
Janet Parkhurst, Owner, Stained Glass Express

Chuck Hays, CEO, MaineGeneral
Peter Thompson, Retired CEO, Kennebec Valley Chamber of Commerce
Donald Guild, Esq., Central Maine Title Co.
Jan Mokros, MMSA
Peter Guzzetti, Physician, Kennebec Internal Medicine

Schedule

Three regular meetings and one rescheduled/special meeting were held during this reporting period:

- *October 31, 2017* – Rescheduled to November 15; instead of a regular meeting, this was a reception and presentation on Vision 2.0 process (No minutes taken at this presentation)
- February 6, 2018
- April 24, 2018
- July 24, 2018

Meetings and Agenda Items

UMA BOARD OF VISITORS MEETING

February 6, 2018

Minutes

Michael Klahr Center, Augusta

UMA BOVs Present: Jan Mokros (Chair), Peter Guzzetti (Vice Chair), Peter Thompson, Don Guild, Chuck Hays, Andrew Silsby, Shawn Yardley, Rocko Graziano, Randall Liberty, Matt Pouliot, and Richard Thompson

UMA BOVs Absent: Craig Hickman, D'arcy Main Boyington, John Finnegan, Janet Parkhurst, Craig Larrabee, and Dawn Gallagher

UMA Employees Present: President Wyke, Tim Brokaw, Joe Szakas, Greg Fahy, Sheri Stevens, Sheri Fraser, Lauren DuBois, Jonathan Henry, Brandy Finck, Domna Giatas, and Hirosuke Honda

Meeting called to order at 3:35 pm

1. **Introductions & Welcome** – Jan Mokros and President Wyke:
Chair Mokros introduced and welcomed Richard Thompson as a new member to the BOV. President Wyke provided a brief bio of Dick's long and distinguish career of public service in state government and most recently with the University of Maine System. Introductions of those present followed.
2. **Vision 2.0 Implementation** – President Wyke provided an update on implementation of the Vision 2.0 strategic plan completed in fall 2017. The Leadership Team has been working over the last five weeks to develop teams for the major portions of the strategic plan. Work will continue over the spring semester. These teams include the following: Academic Programs of the Future, Cyberspace Master Plan, University College Reintegration, Strategic Communications, and Civic Engagement. A charter for each of the teams was provided and may be viewed at uma.edu/vision.

President Wyke plans to have an inclusive process with three sets of Open Forums, the first of which are planned for February 8 in Augusta and February 9 in Bangor. This initial forum will outline the various implementation teams, their charters, and membership. Forums scheduled for March will outline preliminary recommendations and a survey tool will also be made available March 21 – April 5 to gather feedback. The final forums in April will provide an opportunity to delineate for the UMA community final plans for implementation. She welcomed the BOV members to take part in this process.

3. Enrollment and Marketing - Vice President of Enrollment and Marketing Jonathan Henry, Dean of Admissions Brandy Finck, and Dean of Students Sheri Fraser provided an overview of the enrollment and retention efforts that have been undertaken to date. This included an update to the strategic enrollment plan that was originally written in 2016. This update reflects the recent changes in leadership and enrollment personnel. The key strategies for recruitment include responsive, interactive engagement; stepped up outreach; financial aid packaging with acceptance, including the Pine Tree State Pledge and merit based assistance; and reducing small and not-so-small barriers to admission. These strategies are showing improvements in the number of prospects that Admissions is seeing. Retention efforts continue through the First Year Experience, Online Orientation, and Class Steward program. Student Engagement Technology will be expanded through the use of text messages, mobile apps, and early alert and advising dashboards provided through Education Advisory Board (EAB).
4. Updates and Other Business
 - a. Nominating Committee – Chair Mokros encouraged BOV members to consider nominating possible candidates. She indicated that there are many opportunities to contribute to UMA through BOV membership. This year the BOV will have six vacancies. Anyone interested in participating on the Nominating Committee should contact Chair Mokros. The Nominating Committee will likely meet a couple of times and conduct business via e-mail.
 - b. FY 2019 Budget Status – Tim Brokaw, UMA CBO, advised that a proposed FY 2019 budget had been presented at two campus forums and also before a preliminary UMS Budget team including the Chancellor and Chair of the BOT. Tim stated that this presentation was well received and those in attendance were impressed with UMA's budget plan and initiatives to support enrollment projections. The next presentation will be with the BOT Financial, Facilities and Technology Committee on March 23. A clearer budget picture and projection would be provided at the next BOV meeting.
 - c. Commencement Speaker - President Wyke announced that Senator George Mitchell will be UMA's Commencement Speaker on May 12th. She also indicated that BOV members would be invited to take part in a President's Breakfast with Senator Mitchell on Commencement morning. More details to follow.
 - d. General Obligation Bonds – UMA projects – President Wyke provided a handout with a summary of UMA's proposed bond funded projects should the Maine Legislature submit a bond for public vote. The UMS has been seeking support for a general

obligation bond for a variety of facility improvements, renovations and construction projects cross the university system. UMA would utilize the funding to renovate or attach a welcome center for UMA Augusta Campus' Randall Student Technology Center. This space would allow for student gatherings and foster a sense of community. A similar welcome center space would also be developed for the UMA Bangor Campus. Funding would also support fire system and HVAC improvements in other campus buildings.

- e. Housing Update – President Wyke reported that she is continuing to review any and all viable options for student housing, and has been more hopeful lately that there might be opportunities in this area. In particular, she is exploring options for housing at UMF and Thomas College. Additionally, there is interest from developers to provide student housing at the former Stevens Complex in Hallowell. These would be short-term resolutions to allow for careful consideration of a longer term resolution. For the moment, all conversations are exploratory. However, there is enough developer interest that President Wyke will be looking to the possibility of beginning a procurement process on this issue. This would be a competitive, open, and fair process and developers would submit proposal they felt would meet the RFP requirements.

The meeting adjourned at 5:07 pm.

Minutes respectfully submitted,

Domna Giatas

Executive Director of Planning and Communication

UMA

UMA BOARD OF VISITORS MEETING

April 24, 2018

Minutes

Michael Klahr Center, Augusta

BOV Members Present: Jan Mokros, Chair of the BOV, Peter Guzzetti, Rocko Graziano, Dick Thompson, Dawn Gallagher, Don Guild, Chuck Hays, Randall Liberty, Peter Thompson, Shawn Yardley, Andrew Silsby

BOV Members Absent: Randall Liberty, Craig Larrabee, Matthew Pouliot, John Finnegan, Craig Hickman, Janet Parkhurst

UMA Staff Present: President Rebecca Wyke, Brandy Finck, Domna Giatas, Lauren DuBois, Joyce Blanchard, Jon Henry, Sheri Stevens, Tim Brokaw, Greg Fahy, Hirosuke Honda, Sheri Fraser

UMA Staff Absent: Joe Szakas, Brenda McAleer

Meeting called to order at 3:35 p.m.

Chair's Report: Jan Mokros read a poem that represents her impression of UMA's growth during the past six years during her tenure as part of UMA's Board of Visitors.

Approval of the minutes from the February 6, 2018 UMA Board of Visitors Meeting: Peter Thompson moved to approve the minutes; Shawn Yardley seconded the motion made. The

motion to approve the minutes of the February 6, 2018 Board of Visitors meeting was unanimously approved.

Enrollment Report: Vice President for Enrollment Marketing, Jon Henry, reported that we have a significant uptick in international students and enrollments are up slightly over where we were last year, at this same time.

Brandy Finck, Dean of Admissions, reports that our new admits are up significantly over last year's numbers. The incoming students are much more college-ready than in the past, which is a positive influence for retention.

Q: How are UMA students recognizing the Purdue/Kaplan merger? It is a highly unusual venture with a non-profit; with the content still be offering by Kaplan. **A:** UMA provides flexibility and engagement with students to assist them with navigating their experiences.

President's Report: Academic Programs of the Future –UMA is piloting three academic programs that will develop an integrated and assessable curriculum that will focus on increasing student engagement and improving academic success. The pilot academic programs are Education Pathways, Information and Library Sciences, and Justice Studies.

We have increased the number of staff to assist with strategic enrollment planning; we now have a solid marketing and communications structure to heighten the awareness of UMA's impact in our region and statewide. The old University College structure has now been integrated in to UMA and is called 'Academic Services Division' – this will reduce the duplication of staff and streamline and capture the depth of talent we have, as one unit.

Vision 2.0 Wrap Up: President Wyke provided an update on implementation of the Vision 2.0 strategic plan completed in fall 2017. The Leadership Team has been working over the last five weeks to develop teams for the major portions of the strategic plan. Work will continue over the spring semester. These teams include the following: Academic Programs of the Future, Cyberspace Master Plan, University College Reintegration, Strategic Communications, and Civic Engagement. A charter for each of the teams was provided and may be viewed at uma.edu/vision.

President Wyke plans to have an inclusive process with three sets of Open Forums, the first of which are planned for February 8 in Augusta and February 9 in Bangor. This initial forum will outline the various implementation teams, their charters, and membership. Forums scheduled for March will outline preliminary recommendations and a survey tool will also be made available March 21 – April 5 to gather feedback. The final forums in April will provide an opportunity to delineate for the UMA community final plans for implementation. She welcomed the BOV members to take part in this process.

New UMS Budget Allocation Model – Ryan Low, Vice Chancellor for Finance and Administration, presented to UMA today the Appropriation Allocation Model, recently populated with UMA's real budget numbers. It gives UMA opportunity going forward. Prior to 2013, the allocation model had not been changed for 45 years. When University College (8 Centers) and the Bangor campus moved to join UMA, funding did not come with it to assist with that growth. New appropriation is due in the year 2020, which is peer based. The process over the past year, we worked with Hannover, to establish peers for comparative purposes. Currently out of a 42 million budget/24 million is state support. Currently, we are funded at a 17.1 % -- which represents a 72.1%, funded at what the model suggests we should be. If the proposed bond goes through, UMA stands to 4 million, which would help both the Augusta and Bangor campuses significantly.

Out of state online students pay 150% more than in-state students. UMA has the highest percentage of students who live in Maine taking UMA courses.

BOV Nominating Committee – This subcommittee of the UMA Board of Visitors was created in order to identify, discuss and recommend (to President Wyke) possible nominations to fill members' slots that will be terming out.

Several nominees were identified and discussed; the committee focused on a representative of the Bangor region, and at least one person who can represent the Centers.

Dr. David Cloutier, Owner of the Veazie Veterinary Clinic, and also serves on the veterinary science board. He is a great fit for advisory to our Vet Tech program at our Bangor campus.

Jennifer Riggs, Vice President of MaineGeneral Patient Services.

Tom Keller, Senior Research Scientist at the Maine Math & Science Alliance in Augusta.

Officer Positions:

Nomination of Chair – Andrew Silsby.

Vice Chair, Dick Thompson.

Unanimously approved.

New England Association of Schools and Colleges –Focused Visit Debrief. Dean Greg Fahy reported that the 2-member NEASC Visiting Team April 8-10th where they met with a wide variety of groups. We received a verbal report out at the end of the visit.

Student Loan Default Rate (UMA's rate is 19% over the past 3 years; is now down to 17.1%) is improving. The financial literacy tool that is widely used and applied to our student population, SALT, is being phased out at the end of the calendar year. We are working at identifying replacement tools to increase the financial literacy levels of our students.

Class Stewards: the newly-implemented model of imbedded class stewards has had a positive impact on student success. These 'navigators' actually attend classes with our students and are available to assist them in any component of

2nd Chance Pell: The NEASC Team was very impressed with the Maine Correctional Center and students' success and what the organization provides to assist in students being successful.

UMA expects a written report within the next 10 days. We can respond to that report with any corrections or factual information. We have a 5-year report due in 2020; and our 10-year report is due in 2025.

Budget Update – President Wyke provided some general comments related to, although we are planning on deficit spending, UMA is working very hard and taking positive steps towards a an enrollment and financial turnaround. Our reserves are healthy; we are putting our best efforts forward.

If these efforts are not fruitful, we will reassess our direction.

Tim Brokaw CBO, provided a high-level overview of the FY'18 year-end summary looks like at this time.

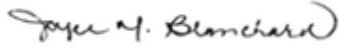
The University of Maine System is asking the campuses to support a 75 million dollar bond. If it goes to the voters in November at the full amount, it would yield roughly \$4.2 million to UMA to support our fire alarm system, Welcome Centers at both of our Augusta and Bangor campuses, renovations to the Katz Library to create a 'learning common' and to the Randall Student Center. These are very significant access points for our students.

Rachael Magill provided an overview of our Early College Initiative. Credit hour cost is \$40.00 – the high school teachers are not compensated. Similar model to Advanced Placement

instruction. This initiative continues to strengthen relationships between the University faculty and high school instructors.

Motion made to adjourn by Rocko Graziano. The motion was seconded by Peter Thompson.

Meeting adjourned at 5:10 p.m.



Minutes respectfully submitted by Joyce M. Blanchard

UMA BOARD OF VISITORS MEETING

July 24, 2018

Minutes

Michael Klahr Center, Augusta

BOV Members Present: Andrew Silsby (Chair), Dick Thompson (Vice Chair), Tom Keller, John Finnegan, Randall Liberty, Jennifer Riggs, Craig Larrabee, Dawn Gallagher, Matt Pouliot (via phone).

BOV Members Absent: Dr. David Cloutier, Rocko Graziano, Craig Hickman, Shawn Yardley

UMA Staff Present: President Wyke, Brenda McAleer, Lauren DuBois, Brandy Finck, Sheri Fraser, Gilda Nardone, Jon Henry, Domna Giatas, Joyce Blanchard, Tim Brokaw, Sheri Stevens

UMA Staff Absent: Greg Fahy, Amie Parker, Joe Szakas, Hirosuke Honda

Welcome and Introductions: All

1. Chair's Report – Andrew Silsby, BOV Chair. Andrew reported that he feels strongly that it is very important to have our members well versed with factoids and bullet points to share within communities to spread the news (and serve as informed advocates) about all the great things UMA is doing. Andrew urged BOV members to attend and participate at UMA sponsored events. Going forward, the BOVs are the eyes and ears of what the buzz is within their respective communities, bringing back suggestions and feedback to the UMA team.
2. Approval of Minutes of the April 24, 2018 Board of Visitors Meeting – A motion to approve the minutes was made by Andrew Silsby; Randy Liberty 2nd the motion. No oppositions. The motion to approve the minutes of the April 24, 2018 Board of Visitors Unanimously approved.
3. President's Report – Dr. Rebecca Wyke. The format of the BOV meetings this year will be much more interactive. Andrew can share what is going on in the community, as part of the Chair's update. For the President's Report, President Wyke will catch everyone up on what's transpired during the last quarter. The UMS Bond was signed by the Governor last week. By a vote of 30-6 in the senate and 135-8 in house, a bond package gained support in the amount of 49 million for all seven campuses. UMaine will receive 1.5 million dollars. The amount earmarked for UMA will not be affected by the inclusion of UMaine in the bond package. USM will provide some portion of their bond allotment, in support of UMaine. The System folks will begin working on an outline of a campaign this week. Sam Warren and Ryan Low will begin raising funds; they will hire a consultant with a campaign goal of \$200,000. The System plans to invest a match of \$49 million, over the next couple of years. Part of the condition of receiving the bond is that

within the next 5 years we will reduce our footprint by 5% (450,000 square feet). \$3.3 million will be our portion of the bond that will come to UMA. An addition on the Randall Student Center will become the welcome center on the Augusta campus and Bangor Hall will become the welcome center on the Bangor campus. Fire alarms, HVAC System in Handley Hall and creation of a learning common in the Katz Library. We will need to raise some monies in support of this bond campaign; leadership team members will also be asked to provide support.

The University of Maine System Board of Trustees approved awarding an honorary degree to Randall Liberty, bestowed on Mr. Liberty in May, 2019. Congratulations Randy!!

UMA Quick Facts 2017/18 Sheet – this is a valuable handout that can help BOV members tell our story.

UMA Pine Tree State Pledge sheet – outlines incredible news for our financially challenged students, who often have competing adult demands (mortgages, child care, caring for elders).

UMA stands for U (because we are here for you), M for money (we have the lowest price point in the system), A (accessible – we are everywhere!)

UMA's enrollment numbers last fall reflected that we were down 10.7% Summer up 2.4%; this fall we are slightly under budget. As of today, we are up 25.9% in new admits! The turnaround is taking hold and mid-September we will know how fall is shaping up.

As of July 1st, University College is dissolved completely. The eight regional Centers are UMA Centers now. In a few places, we share them with another campus or community college.

The new Academic Services Division is under the Provost. Previously UMA and UC had separate social media, marketing, and public relations professionals. They are all one now.

UMA was successful in receiving a Davis Educational Foundation award for the 'Academic Programs of the Future' initiative. This link provides further information on the project: <https://www.uma.edu/news/davis-educational-foundation-awards-grant-uma/>

UMA continues to provide training and build emergency preparedness action plans for the Augusta campus, Bangor Campus, Handley Hall, and Centers. Incident Commanders have been identified.

Please note the dates at the bottom of this summary. A 'Friends of UMA Reception' is planned for Thursday, August 2nd. Hope that you all can make it!

4. Lewiston Auburn Campus (LAC) Opportunity – Jon Henry and Brenda McAleer. Jon provided an overview of the history of Lewiston-Auburn College and its evolution and

current state, highlighting new and emerging opportunities for UMA. Link to the presentation can be found at: <https://bit.ly/2vFLRxJ>.

Maine Adult Promise Grant – Maine Spark addresses the skill shortage of nearly 160,000 positions that will go unfilled because potential employees are not appropriately trained. MaineSpark is a 10-year commitment to ensure that Maine’s workforce is productive and competitive. They have set a goal of 60% of Mainers will hold a ‘credential of value’ by 2025.

5. UMA Nursing Program Opportunity – 5 years ago, UMA’s president at the time, Allyson Handley, entered in to a partnership with the University of Maine at Fort Kent to offer their B.S. degree in Nursing. The Master of Science in Nursing program never materialized. The ASN did go away. The PINE program (partners in nursing education) with Fort Kent has been ongoing, but not equitable in terms of share of the profits and costs. UMA has since asked to create our own BSN program. The Chancellor is supportive of the concept; we already have the full 4-year curriculum and the faculty, facilities and instructional lab. We also have a proven record of distance education delivery in nursing, where we have the ability to access rural communities. A substantive change will need to be submitted. We will have to go through the state board of nursing and also our accreditors. Our first full class will be in 2019. This meets a state need for trained nursing professionals. It expands the pipeline overall for Maine and provides trained professionals in rural hospitals, who may not be able to travel to get to a campus. UMA has a strong track record for being nimble and with partnering with other educational agencies creating opportunities for Maine people. Academic Partnerships is an outside vendor who contracts with universities and colleges to help them stand up on-line programs. They specifically are interested in nursing, business, and education.

A motion for the BOV to send a letter of support to the Chancellor was made by Randy Liberty, John Finnegan 2nd the motion. No one opposed. The motion was unanimously approved.

Upcoming Events:

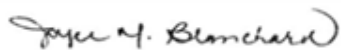
Welcome Back Breakfast Events

Augusta – Friday, August 31st

Bangor – Friday, September 7th

Convocation – Friday, September 21st from 3:00 – 5:00 p.m. – Camps Green, Randall Student Center.

Meeting adjourned at 5:01 p.m.



Minutes respectfully submitted by Joyce M. Blanchard



**UMF Board of Visitors
Annual Report, September 2017 - June 2018**

Overview

The 2017-18 meetings of the UMF Board of Visitors (Board) focused on campus budget, legislative outreach and institutional operations, specifically recruitment and retention.

Membership

The Board had 21 voting members, ten men and eleven women representing the private, nonprofit and education/public sectors, as follows:

Private Sector

Peter Addicott, InterConnect/Fed Ex (retired)
Becky Davis-Allen, Bangor Savings Bank
David Levesque, Esq.'88, Law Office of David Levesque, P.A.
Scott Conners '90, Landmark Partners (retired)
Chris McKee '92, Geiger
Paul Spizzuco '89, UBS Financial Services, Inc.
Todd Chamberlain '03, Pro Search Inc.
Sven Bartholomew '02, Bangor Savings Bank

Non-Profit Sector

Lisa Laflin, United Way of the Tri-Valley Area
Julia Sleeper, Executive Director/Founder, Tree Street Youth
Ed Cervone, Educate Maine
Eileen Kreutz, Gold LEAF Senior Institute (*ex officio*)

Education Sector

Wendy Ault, MELMAC Education Foundation
Valerie Huebner, UMF Executive Assistant (retired)
Betty-Jane Meader, Thomas College professor (retired)
Mark Shibles, University of Connecticut School of Education (retired)
Erika Burns '16, recent graduate and teacher at RSU 9
Matthew Gilbert '95, Principal of Mt. Valley HS
Cathryn Wimett, UMF professor emerita
Marge Medd, Former BOT member
Haley Jaramillo '17, recent graduate, student at Muskie School USM

One *ex-officio* position is always reserved for the President of Gold Leaf Institute. Most members reside in Maine at least part of the year. Wendy Ault and Mark Shibles agreed to a second term. Four new members, Sven Bartholomew, Todd Chamberlain, Paul Spizzuoco, and Marge Medd joined the Board in September 2017.

Officers

Lisa Laflin, Executive Director for United Way of the Tri-Valley Area, served as Chair. David Levesque, Esq., Law Office of David Levesque served as Vice-Chair.

Schedule

The Board met four times in person during the reporting year for three-hours each meeting. Board members were also invited to—and many attended—All-Campus Meetings, Master Planning Presentations and other forums on campus throughout the year.

Meeting Summaries

September 8, 2017

Board Administration. 15 members in attendance.

Chair Lisa Laflin thanked everyone for their attendance and new members were introduced. She reviewed the upcoming BoT/BoV Summit in November and talked about the opportunity to connect with the Board of Trustees during the upcoming meeting on September 17 and 18, held on the UMF campus. UMF BoV members Erika Burns and Sven Bartholomew, along with President Foster will be part of a panel to spotlight what we are doing here at UMF.

Updates, Discussions and Activities.

The BoV interacted with a panel of administrators, faculty and students regarding academic affairs. The structure of academic affairs was reviewed. Discussion followed regarding initiatives that are moving forward, such as the New Commons project, refreshing the first year experience, and recruitment and retention improvements. President Foster provided a concerning update on enrollment and budget for the next three years. She offered facilities management update that included improvements to the weight room in Dearborn Gymnasium, Roberts' Courtyard and upgraded Wi-Fi in the residence halls. "Great Colleges to Work For" survey results were presented and insights were discussed. President Foster then presented "Looking Ahead: Summer Strategic Retreats and Where We Landed". Priorities will be presented to the campus over the next six to eight weeks and small working groups will be formed to take action on those priorities that reflect the strategic plan. Cathy Wimett and the Campus Master Planning Committee have been meeting over the summer to prioritize projects and developed a matrix with action steps. There are a number of way to keep the community involved in this process. Betty-Jane Meader reported that the next meeting of the Alumni Council will held be during Fall Fest Weekend and that Chris McKee will be wrapping up his duties as Chair of the council. Mark Shibles is working with Provost Eric Brown on diversifying revenue through external grants and contracts.

December 1, 2017

Board Administration. 16 members in attendance.

Chair Laflin reviewed the November BoT/BoV Summit, BoV members offered feedback regarding the Summit schedules.

Updates, Discussions and Activities.

President Foster reviewed the enrollment and budget status for fall 2017. She reviewed slides, including “Undergrad Enrollment Stabilized at 2014 Level.” The presentation of basic enrollment data catalyzed a robust conversation on recruitment and retention. President Foster reviewed results from the recent NSSE (National Survey on Student Engagement) survey. Farmington did very well. Finally, President Foster reported that UMF hosted four Open Sessions on Priorities this past fall that immersed faculty and staff in the important discussion of UMF priorities moving forward in light of current budget constraints. The NEBHE program was discussed as well as Early College. The Ferro College Completion Fund is nearing the end of this \$100,000 matching grant campaign. UMF has offered emergency aid to nine students so far. Betty-Jane Meader updated the BoV on the status of the Alumni Council. Chris McKee has completed his term as Chair. She reviewed the new members of the council and highlighted the new Advancement Administrative Specialist, Skyler Bowden. The Alumni survey showed positive results and trips to Fenway and hockey games are under consideration. Cathy Wimet provided an update from the Campus Master Planning group. The committee ranked the 11 major projects, based on value to campus and value to recruitment. President Foster talked about engaging a fundraising consultant to help gather intelligence to produce a feasibility study. President Foster invited the BoV to attend the All Campus meeting and Holiday Open House. Agenda Items for March BoV meeting were discussed.

March 2, 2018

Board Administration. 13 members in attendance.

Chair Lisa Laflin thanked everyone for their attendance and reviewed the agenda. Chair Laflin invited the BoV to attend the upcoming BoT/BoV Summit.

Updates, Discussions and Activities.

Chair Laflin reported that the Spring Summit will be replaced with an Executive Committee Meeting in-person. She also reviewed the “Annual Calendar of BOV-BOT Collaboration and Key Budget and Planning Events” handout. The UMS Student Representative for UMF, Isaac Michaud, asked Chair Laflin to be a speaker at the Student Government Association on April 15. The BoV was introduced to Marc Glass, the new director of advancement. Current advancement initiatives were discussed including changes to solicitation efforts, alumni events, as well as upcoming promotions such as the new “Farmington is Family” scholarship, and social media posts profiling faculty and staff members. President Foster suggests the book “Demographics and the Demand for Higher Education” by Nathan Grawe. A balanced FY19 budget was submitted, but we anticipate a large gap. Looking ahead for larger dramatic, change-heavy directions for UMF, which will be the conversation at the June BoV meeting. FY19 budget detail, current enrollment

figures, outcomes of the spring 2018 Census and going-forward strategies were discussed. President Foster summarized the UMF Law Day and the 3+3 collaboration with UMF/Maine Law. President Foster reviewed a succinct report by Hanover Associates outlining trends in higher education and a robust conversation followed. Cathy Wimett offered an update regarding campus master planning, Betty-Jane Meader offered an update regarding Alumni Council, indicating that the group had elected new officers. Starr Soul McDonald '10 was named the president of the council. Samantha Warren provided an update on the bond issue. She offered information through the presentation, "The Time to Invest Is Now," that breaks down the case for UMS infrastructure investment into categories such as workforce development, recruitment/retention, and fiscal positioning. The investment impact of \$10.5 million for UMF was discussed. Conversation continued regarding legislative advocacy and how the BoV can assist in efforts.

June 1, 2018

Board Administration. 11 members in attendance.

Chair Lisa Laflin thanked everyone for their attendance and reviewed the agenda. She announced the change to a once-a-year Executive Committee/BoT-BoV Summit instead of twice a year.

Updates, Discussions and Activities.

BoV members heard from and interacted with members of UMF's Senior Leadership Team as they talked about strategic directions, new markets, innovations and opportunities for UMF. President Foster reviewed the class of '18 profile and discussed the successful Commencement event with Bill Green as speaker and Honorary Degree recipient. Dorothy White started as a student in 1970 and graduated in 2018. It was honor to see her take the stage and it generated a lot of media buzz and good feelings. President Foster reviewed the enrollment and budget status. Enrollment was down for FY18 and there was more financial aid awarded than we were able to cut in expenses. It is a tough game right now. President Foster started a conversation about where is she is heading and compared TCNJ statistics with UMF numbers. She introduced Interim President, Eric Brown, effective July 1. The process for the search for the President was reviewed. The members thanked the outgoing members for their service, commitment and on-gong support for UMF. Members from BoV engagement and interest groups, including the Campus Master Planning Committee, Diversity and Inclusion Action Team, Alumni Council, and Grants and Contracts activity, provided quick updates. A special thank you to Chair Lisa Laflin for committing her time monthly for calls, attending meetings and steadfast leadership.

Submitted by Interim President Eric C. Brown

October 2018



**Board of Visitors
University of Maine at Fort Kent
Annual Report
Academic Year- September 2017 to August 2018**

Overview

The Board of Visitors met quarterly during the academic year. University Administrators, Cabinet Members and other staff and faculty provided the Board with information and updates on the System and Campus, Finance and Facilities, Development and Foundation, Enrollment, Rural U, Alumni and Academics.

In addition to regular updates and committee reports, major topics for discussion included the following:

- Enrollment and retention of students; holistic view of enrollment management; new marketing strategies including LIFE (Learn, Innovate, Find and Engage) campaign; need to identify and pursue new markets especially with adult learners.
- UMFK/UMPI Collaboration including the importance of collaboration, strategies, joint BOV meetings, new ways of conceptualizing and explaining collaboration, shared positions, academic program collaboration, and joint Cabinet meetings.
- NEASC (now NECHE) accreditation issues including collaboration, cross-listing of classes, requests for substantive changes to offer the UMFK BSN program on the UMPI campus and for UMPI to offer their education program on the UMFK campus; required reports and site visits.
- Programs for Examination, including the process and timelines.
- UMFK Foundation accomplishments, special events, and other fund-raising/outreach activities.
- Facilities including reports on the status of facilities, the campus capital plan and ten-year master plan, short-term projects including the sprinkler system in Fox Auditorium, and the planned new Enrollment and Advancement Center subject to bond voter approval.
- New faculty and staff throughout the year.
- BOT/ BOV meetings, including goals and information sharing.
- Community communications planning.

The BOV with University Administrators, Staff and other guests spent time discussing collaboration and how to do it successfully in a variety of areas. UMPI and UMFK's Boards had a Joint meeting on October 4, 2017 that focused on "Collaboration in The County and Beyond". Discussion involved the two campuses missions and visions, looking forward, why collaboration is important, and how to move forward in a productive ways.

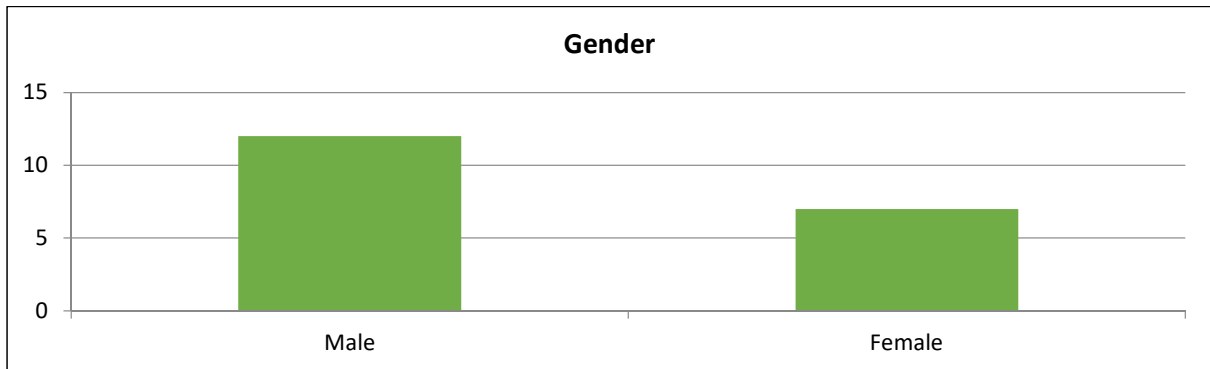
Membership & Officers

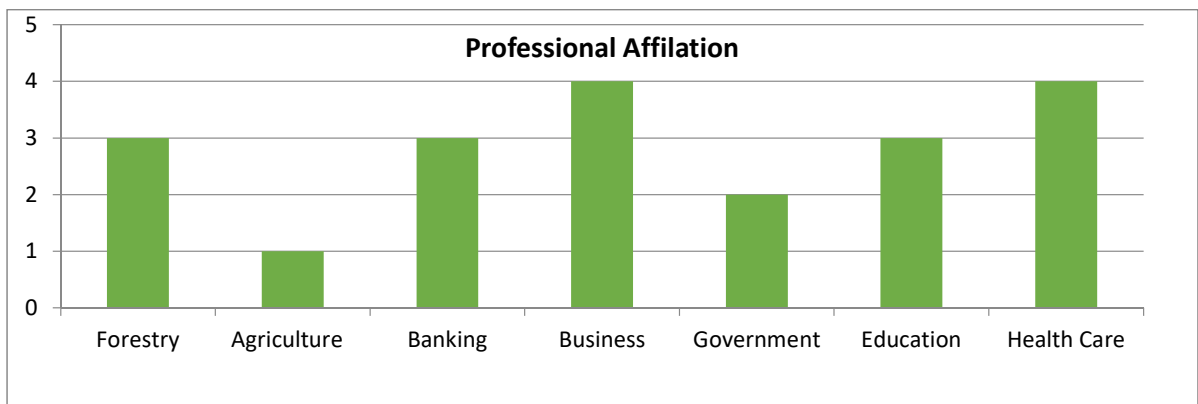
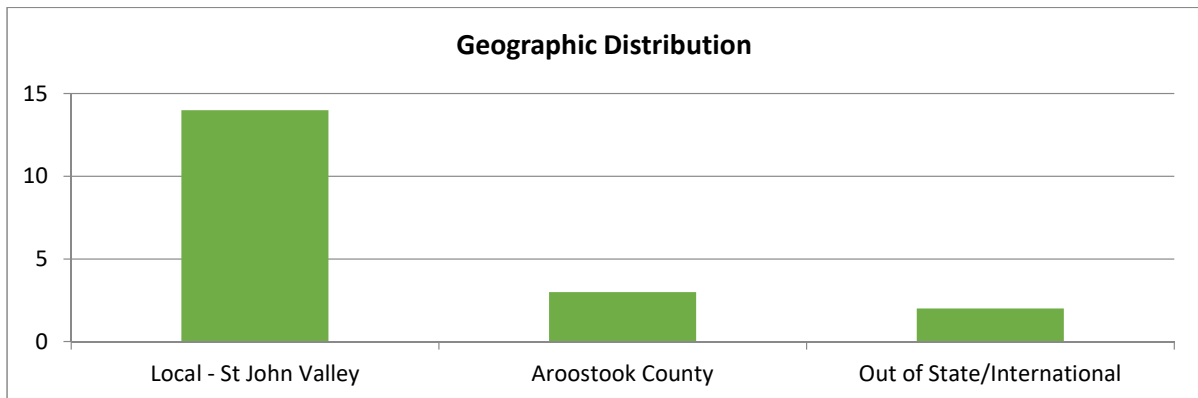
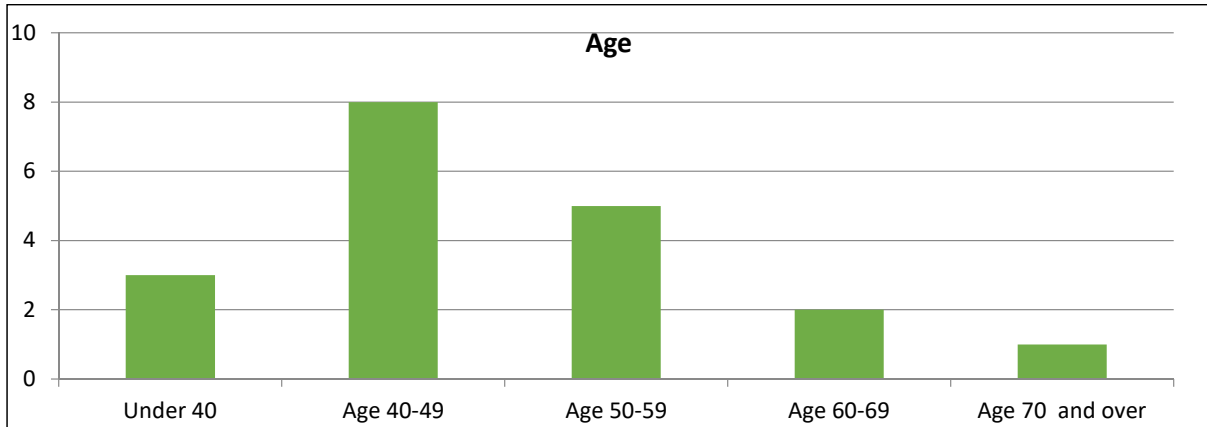
The membership of the Board runs from July to June. Therefore for the reporting period there is a change in membership but each group is represented below.

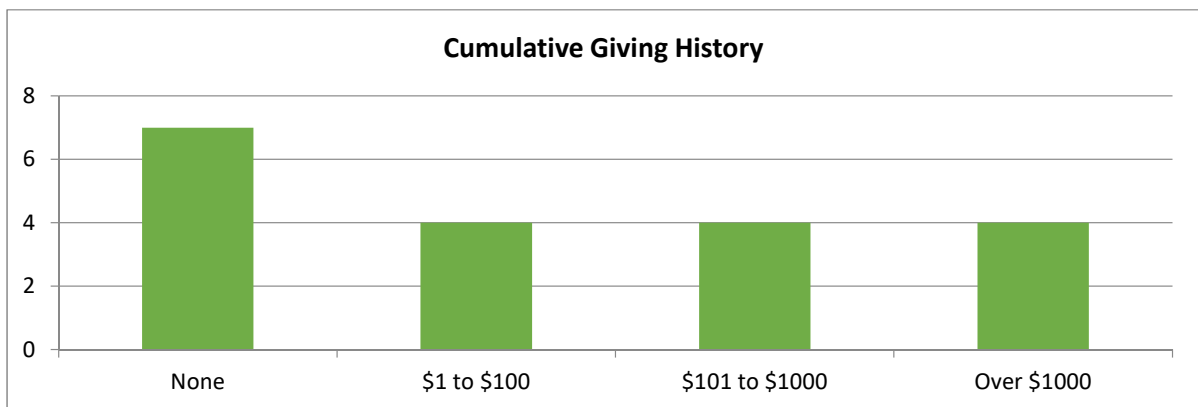
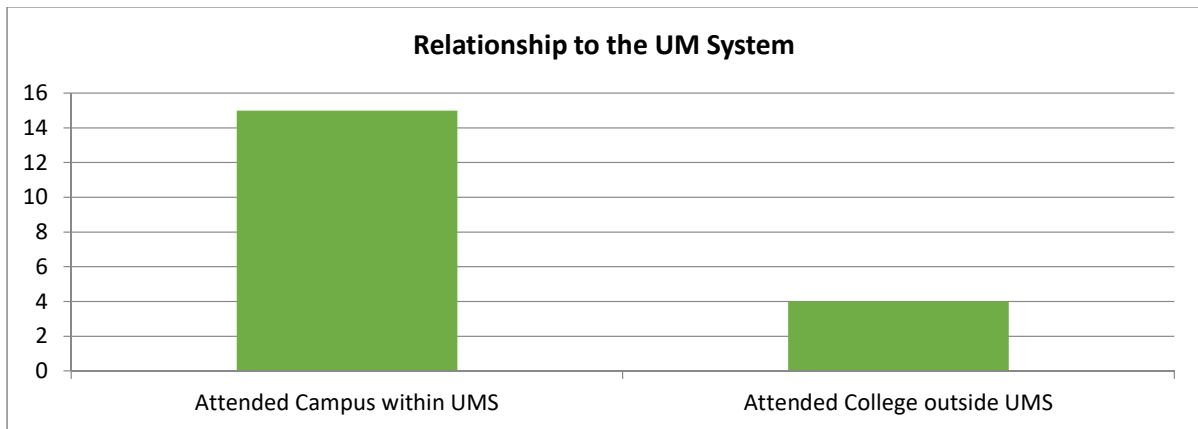
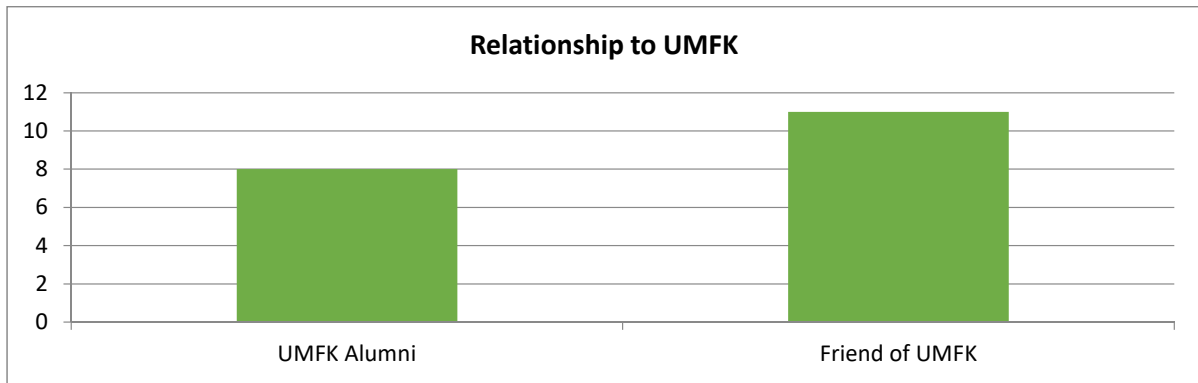
September 2017- June 2018

André Léger	Les Brasseurs du Petit-Sault Inc., Co-founder
Benjamin Sirois	SAD#27- Superintendent
David Cambridge	Katahdin Trust Company - Regional Vice President, Commercial Services Officer II
David Saucier	Daigle & Houghton, Inc.- Controller
Donald Guimond	Fort Kent- Town Manager; BOV President
Doug Taggett	Daigle Oil Company- Information Technology Manager
Douglas Cyr	Irving Woodlands, LLC- Human Resource Manager
Duane Belanger	Student Rep
Gisele Dionne	Madawaska School Department- Superintendent
Heather Pelletier	Fish River Rural Health- CEO; BOV Vice President
Jonathan Roy	Cross Winds- Manager
Kris Doody	Cary Medical Center- CEO
Laura Audibert	Consulting Forester- Self Employed
Lori-Ann Cyr	Core Leadership Team of Acadia of the Lands and Forests- Coordinator
Luis Sanclemente	Acadia Federal Credit Union- Vice President
Melford Pelletier	Retired Teacher
Niklas Berce	Berce Potato Co., Inc.- Part Owner
Robert Dorsey	The Aroostook Partnership- President & CEO
Susan Devoe	Northern Maine Medical Center- Director of Quality; BOV Secretary
Susan Whitehead	Norstate Federal Credit Union- Chief Executive Officer
Tanya Sleeper	Faculty Chair

Demographics (data does not include student and faculty representatives):





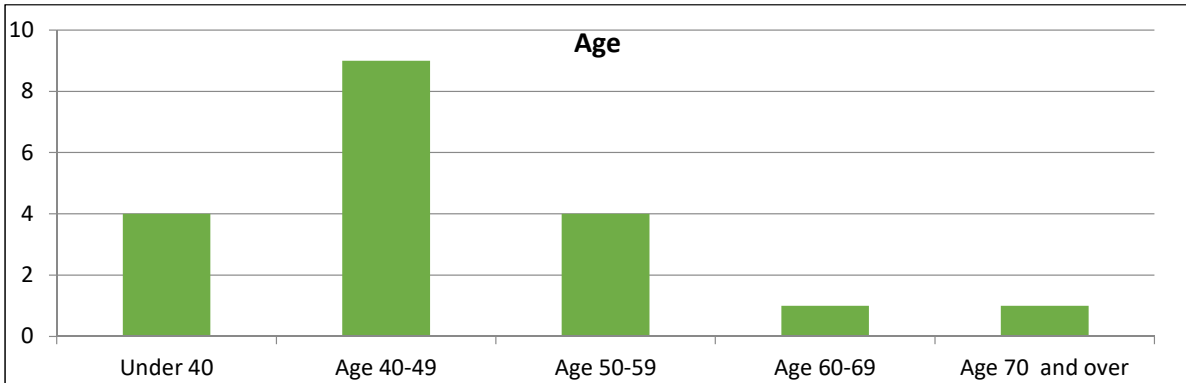
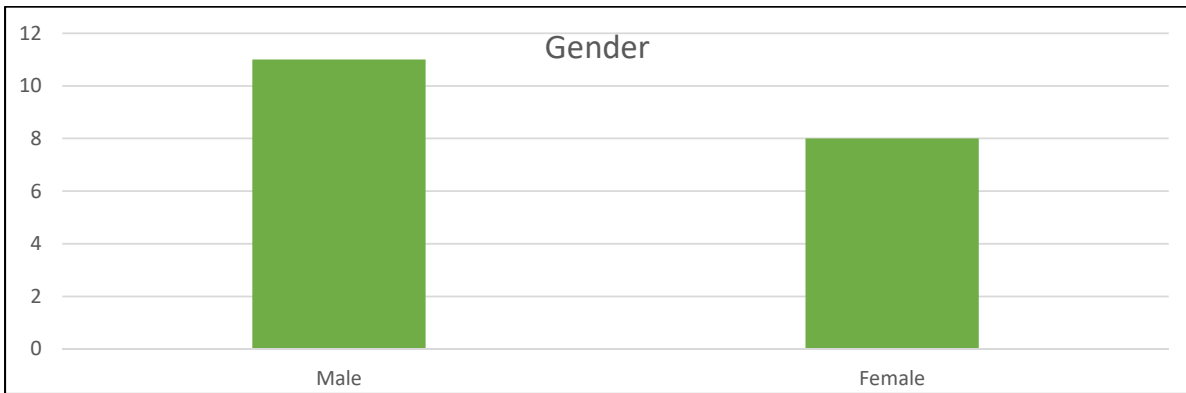


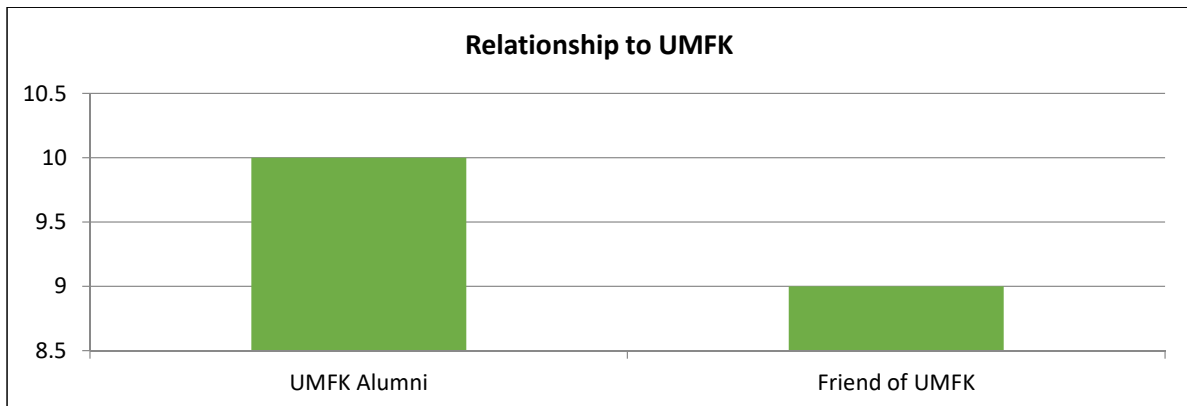
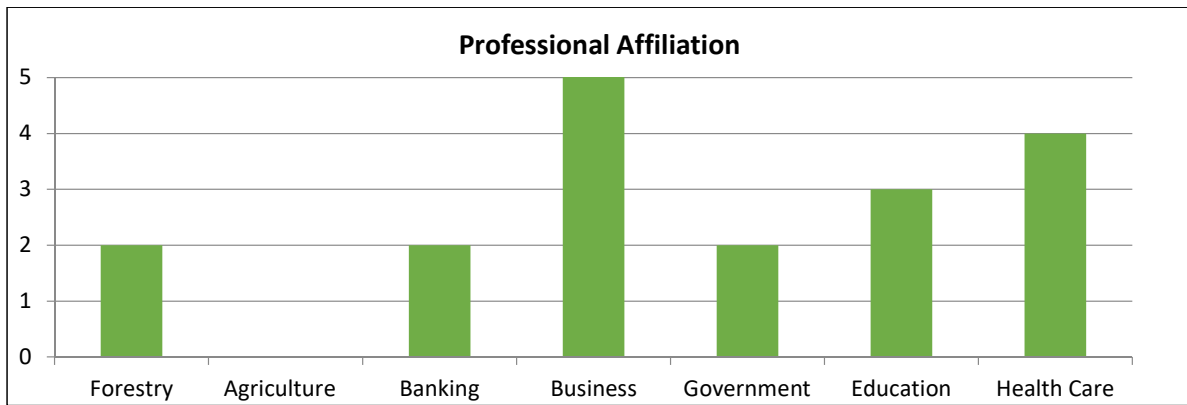
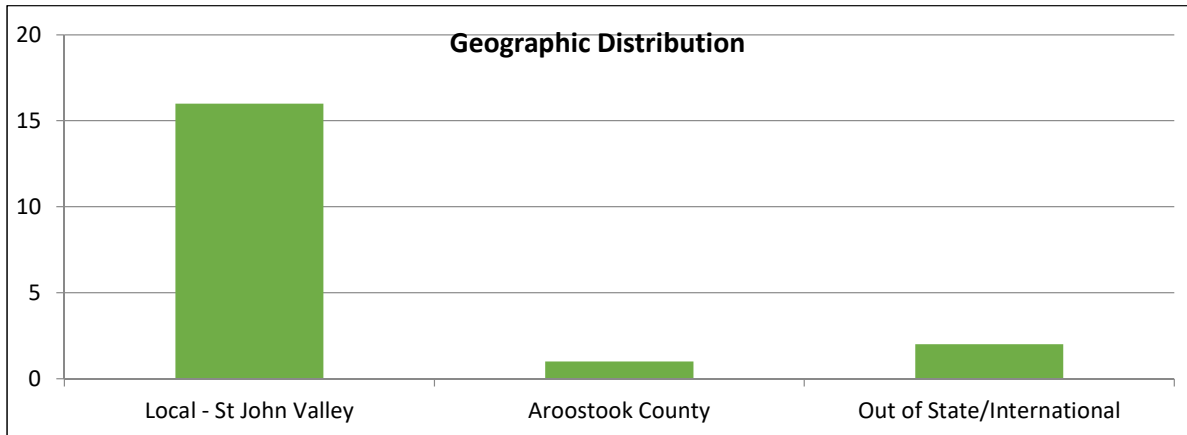
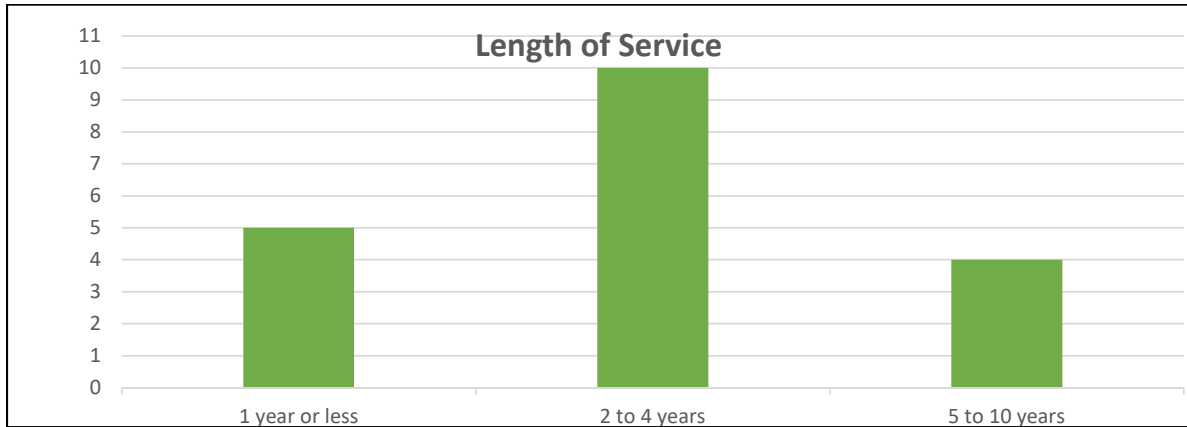
July 2018- current

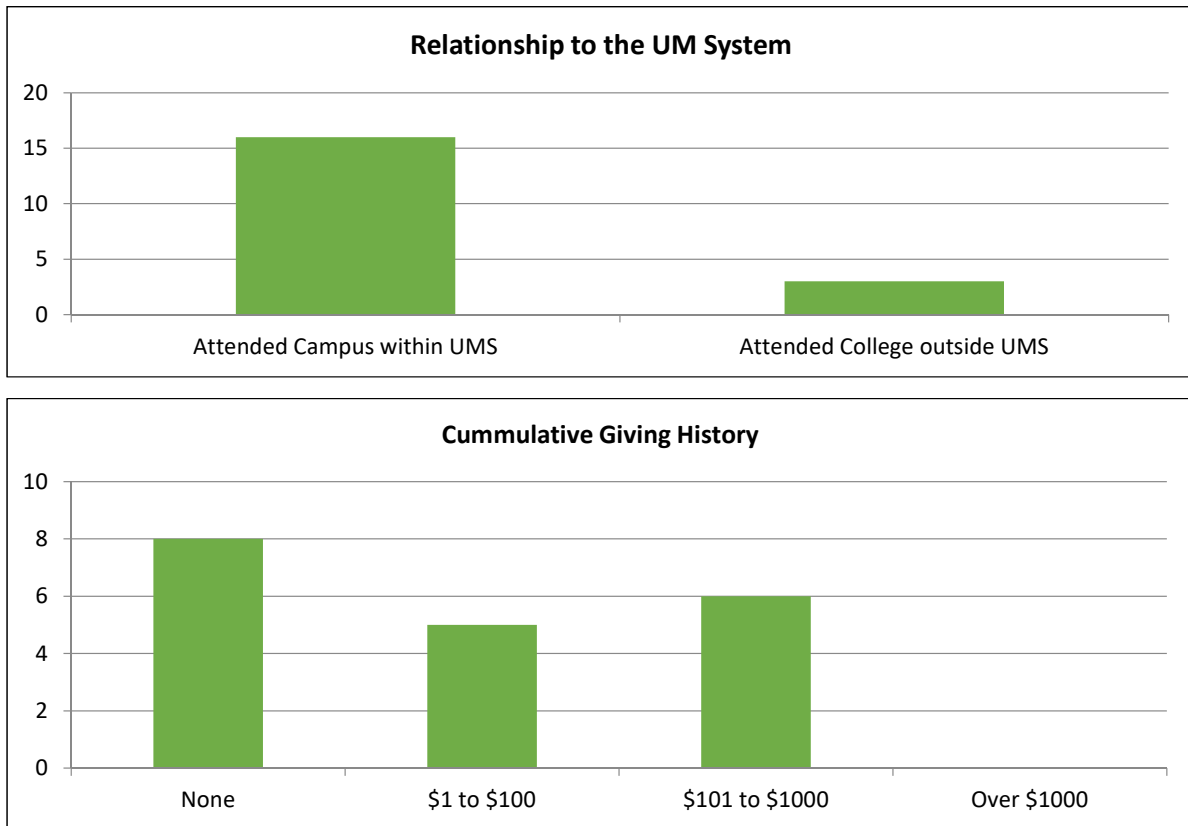
Alain Ouellette	Northern Maine Development Commission- Director of Planning and Development
André Léger	Les Brasseurs du Petit-Sault Inc.- Co-founder
Benjamin Sirois	SAD#27- Superintendent
David Saucier	Daigle & Houghton, Inc.- Controller; BOV Vice President
Doug Taggett	Daigle Oil Company- Information Technology Manager
Douglas Cyr	Irving Woodlands, LLC- Human Resource Manager; BOV President
Duane Belanger	Student Rep
Gisele Dionne	Madawaska School Department- Superintendent
Heather Pelletier	Fish River Rural Health- CEO
Joe Becker	Faculty Representative

Jonathan Roy	Cross Winds- Manager
Justin Dubois	United Insurance- Account Executive and Producer
Kris Doody	Cary Medical Center- CEO
Kris Malmborg	Pelletier Motors- Store and Sales Manager
Laura Audibert	Consulting Forester- Self Employed
Lori-Ann Cyr	Core Leadership Team of Acadia of the Lands and Forests- Coordinator
Luis Sanclemente	Acadia Federal Credit Union- Vice President,
Melford Pelletier	Retired Teacher
Susan Devoe	Northern Maine Medical Center- Director of Quality; BOV Secretary
Susan Whitehead	Norstate Federal Credit Union- Chief Executive Officer
Suzie Paradis	Town of Madawaska- Economic & Community Development Director

Demographics (data does not include student and faculty representatives):







Schedule

The Board of Visitors held four regular meetings within this reporting year. In addition to the regular meetings the BOV also sponsored a Business Breakfast meeting and held a join BOV meeting with UMPI on 10/4/2017.

Meeting and Agenda Items

October 27, 2017

11 members attended

The Board received a variety of reports and updates from University Administrators, Representatives and committees.

Agenda:

- I. Approval of Minutes of July 28, 2017 Meeting (Don Guimond)
- II. Board of Visitors President's Welcome and Opening Remarks (Don Guimond)
- III. UMFK President's Report and Campus Updates (Steve Gammon on behalf of President Short)
 - a. Finance & Facilities (Pam Ashby)
 - b. Enrollment & Rural U (Scott Voisine)
 - c. Academic (Steven Gammon)
 - d. Development & Foundation (Linda Deprey & Stephen Gagne)
 - e. Student Representative (Duane Belanger)
 - f. Faculty Representative (Tanya Sleeper)
- I. UMFK Foundation Representative (Linda Deprey)
- II. Alumni Association Representative (Susan Devoe)

III. Committee Reports

- a. Advocacy Committee (David Saucier)
- b. Education and Development Committee (Sue Devoe)
- c. Nominating Committee (David Cambridge)
- d. Planning Committee (Doug Cyr)
- e. Special Projects Committee (Melford Pelletier)

IV. Old Business

V. New Business

- a. UMFK/UMPI Joint BOV Meeting follow-up discussion (Don Guimond)
- b. BOT/BOV Executive Committee (Don Guimond)
- c. Upcoming BOT/BOV Summit (Don Guimond)
- d. Legislative / Bond Advocacy (Don Guimond)

VI. Adjournment

The five committees provided the following reports/ updates:

Advocacy Committee (David Saucier)

- The new date set for the BOV Business Breakfast is December 8. The focus will be discussion of the new Tri-District Strategic Plan

Education and Development Committee (Sue Devoe)

- There has not been a meeting of this sub group. –
- Trying to figure out how to get full group to attend BOT or BOV retreats. Needs direction so she will know how to meet as a committee
- The BOV wants walking tours of the campus utilizing some students who give tours for potential students. This will be done in the spring (maybe before the April meeting). We will have three walking group tours 9 – 9:30 on same day as the BOV meeting.

Nominating Committee (David Cambridge)

- Terms expiring in 2018: Niklas 1st term; Dave Cambridge 1st term; Sue Devoe 1st term; Kris Doody 1st; Dave Saucier 1st term; Don Guimond 2nd term expiring and will be termed out.
- Time for subcommittee to think about considering nominations. This needs to be done by the April meeting to be approved by the BOT in July.
- At this time, make sure officers get nominated as well.
- Doug will speak to rest of committee and start process.

Planning Committee (Doug Cyr) - no report

Special Projects Committee (Melford Pelletier) –

- Working with Dr. Short for Community Education meeting on Monday.

January 26, 2018

14 members attended

The Board received a variety of reports and updates from University Administrators, Representatives and committees.

Agenda:

- I. Approval of Minutes of October 27, 2017 Meeting (Don Guimond) 9:30 – 9:35
- II. Board of Visitors President's Welcome and Opening Remarks (Don Guimond) 9:35 – 9:40
- III. UMFK President's Report and Campus Updates (John Short) 9:40 – 10:30
 - a. Faculty Representative (Tanya Sleeper)

- b. Student Representative (Duane Belanger)
- c. Demographic and Enrollment Challenges and Plans for the Future (John Short)
- d. UMFK / UMPI Collaborations (Steve Gammon)
- IV. UMFK Foundation Representative (Linda Deprey) 10:30 – 10:40
- V. Alumni Association Representative (Sue Devoe & Scott Voisine) 10:40 – 10:50
- VI. Committee Reports 10:50 – 11:15
 - a. Advocacy Committee (David Saucier)
 - b. Education and Development Committee (Sue Devoe)
 - c. Nominating Committee (David Cambridge)
 - d. Planning Committee (Doug Cyr)
 - e. Special Projects Committee (Melford Pelletier)
- VII. Old Business 11:15 – 11:35
 - a. BOT/BOV Summit (Doug Cyr)
- VIII. New Business 11:35 – 12 noon
 - a. BOT/BOV Executive Committee (Don Guimond)
 - b. Legislative/Bond Advocacy (Don Guimond)
 - c. UMFK/UMPI Joint BOV Committee – Need nominations or volunteers (Don Guimond)
 - d. Preparation for BOV presentation, BOT meeting in May 2018 at UMFK (Don Guimond)
 - e. Nominations for new BOV members: approval at April meeting for consideration at May BOT meeting (Don Guimond)
- IX. Adjournment – Lunch at noon

The five committees provided the following reports/ updates:

Advocacy Committee (David Saucier)

- We will have another BOV breakfast meeting in April or May. We are open for any ideas – no topic has been identified as of yet. Workforce development (John Dorr or Yellow Light Green) may be a good topic as there are different trends facing the state.

Education and Development Committee (Sue Devoe)

- We are working on a new BOV Orientation binder for July.
- Plan with Admissions Office to do campus tours. This will be part of Orientation from now on. There will be one campus tour in April for any member who would like to tour campus and there will be one in July for new membership. This will be a great opportunity for dialogue with student tour guide and to learn more about the campus.

Nominating Committee (David Cambridge)

- Met this morning. We have five members whose first term is maturing. We believe most of them will be coming back on board. Don Guimond is terming out. We have identified several people who would be a good fit. We are waiting for an alumni and friends list and hope to have a decision finalized within a few weeks.

Planning Committee (Doug Cyr)

- This committee has not met. We talked to the president regarding strategic plan. We are on track with the system office regarding strategy point. Preparation for BOT meeting will be a good time for the planning committee to get involved when the trustees are up here for the BOT meeting in May.

Special Projects Committee (Melford Pelletier)

- During the homecoming last September, Mel and his classmates celebrated their 50th anniversary with the assistance of Sue Devoe & Scott Voisine.
- Joyce Plourde is working with UMFK Veteran Students to ensure they are receiving Veteran benefits. We have about 34 students participating. We have about the same number at UMPI. Compliments to Duane Belanger in getting a Veteran's Club started as an initiative.

April 27, 2018

13 members attended

The Board received a variety of reports and updates from University Administrators, Representatives and committees.

Agenda:

- I. Approval of Minutes of January 26, 2018 Meeting (Don Guimond) 9:30 – 9:35
- II. Board of Visitors President's Welcome and Opening Remarks (Don Guimond) 9:35 – 9:40
- III. UMFK President's Report and Campus Updates (John Short) 9:40 – 10:30
 - a. Faculty Representative (Tanya Sleeper)
 - b. Student Representative (Duane Belanger)
 - c. President's Update (John Short)
 - d. Financial Report (Pam Ashby)
 - e. UMFK / UMPI Collaborations (Steve Gammon)
- IV. UMFK Foundation Representative (Steph Gagne) 10:30 – 10:40
- V. Alumni Association Representative (Sue Devoe) 10:40 – 10:50
- VI. Committee Reports 10:50 – 11:15
 - a. Advocacy Committee (David Saucier)
 - b. Education and Development Committee (Sue Devoe)
 - c. Nominating Committee (David Cambridge)
 1. Approval of nominations of new members for consideration at May BOT Meeting
 2. Election of officers
 - d. Planning Committee (Doug Cyr)
 - e. Special Projects Committee (Melford Pelletier)
- VII. Old Business 11:15 – 11:35
- VIII. New Business 11:35 – 12 noon
 - a. Request for a volunteer for Athletic Director Search Committee (John Short)
 - b. BOT/BOV Executive Committee (Don Guimond)
 - c. Legislative/Bond Advocacy (Don Guimond)
 - d. Preparation for BOV presentation, BOT meeting in May 2018 at UMFK (Don Guimond)
 - e. Proposed meeting dates for 2018 – 2019
 1. Quarterly Board of Visitor Meetings for 2018 - 2019 (Fridays at 9:30 AM in Nadeau Conference Room)
 - October 26, 2018
 - January 25, 2019
 - April 26, 2019
 - July 26, 2019

2. Quarterly Executive Board of Visitor Meetings for 2018 - 2019
(typically two weeks prior to BOV meeting on Fridays at 3:15 PM in the Alumni Conference Room).

October 12, 2018

January 11, 2019

April 12, 2019

July 12, 2019

IX. Adjournment – Lunch at noon

The five committees provided the following reports/ updates:

Advocacy Committee (David Saucier)

- John Dorr is willing to do a presentation for the BOV Breakfast Meeting. His schedule is open after September 15.
- The resolution to bonds should be over in the next couple weeks. We will consider having a Breakfast Meeting within a month or two to educate the public as to why bonds are important.

Education and Development Committee (Sue Devoe) – no updates

Nominating Committee (David Cambridge)

- Proposed officers for 2018-2019: Motion made to approve the proposed officers as presented (Doug Taggett) and seconded by (Luis Sanclemente). Motion passed. President- Doug Cyr, Vice President- Dave Saucier, Secretary- Susan Devoe
- Demographic information of new BOV (as of July 2018)
- Proposed members for 2018-2019: Motion made to accept new and reappointed members as presented (Doug Taggett) and seconded by (Luis Sanclemente). Motion passed. Dr. Short will make this proposal at the BOT meeting in May.
 - o Reappointment to 2nd 3-year term: Susan Devoe, Kris Doody and David Saucier
 - o New appointments: Justin Dubois, Kris Malmborg, Alain Ouellette and Suzie Paradis

Planning Committee (Bob Dorsey)

- The Board of Trustees will meet on the UMFK campus on Sunday and Monday (May 20 and 21). On Sunday, the BOV presentation to the BOT should be between 5 – 6 PM. It will be in Nadeau Conference Room. At 6 PM, there will be a reception in the Lair. Dinner will be at 7 PM in Nowland Hall.
 - o The basic theme of our presentation to the BOT on May 20 will be about collaboration. We will focus on the K-12 as well as collaboration between UMFK & UMPI. We will also present on the nursing shortage state and nationwide. (Sue Devoe & Erin Soucy will work on this part.) We will highlight forest industry. Our presentation will highlight that everything we are doing is for the betterment of our workforce between education & industry. We know what our challenges are and we are addressing them.
 - o Attraction- Recruitment in California.

Special Projects (Melford Pelletier) - No Report

July 27, 2018

14 members attended

The Board received a variety of reports and updates from University Administrators, Representatives and committees.

Agenda:

- I. Approval of Minutes of April 27, 2018 Meeting (Doug Cyr) 9:30 – 9:35
- II. Board of Visitors President's Welcome and Opening Remarks (Doug Cyr) 9:35 – 9:45
 - a. Introduction of new members
 - Faculty Representative (Joseph Becker)
 - Justin Dubois
 - Kris Malmborg
 - Alain Ouellette
 - Suzie Paradis
- III. UMFK President's Report and Campus Updates (John Short) 9:45 – 10:40
 - a. System and Campus Updates (John Short)
 - b. Finance & Facilities (Pam Ashby)
 - c. Development & Foundation (Steph Gagne)
 - d. Enrollment Management (Jason Towers)
 - e. Student Representative (Duane Belanger)
- IV. Alumni Association Representative (Jennifer Shapiro) 10:40 – 10:50
- V. Committee Reports 10:50 – 11:10
 - a. Education and Development Committee (Doug Cyr)
 - b. Advocacy Committee (John Short)
 - c. Nominating Committee (Doug Cyr)
 - d. Special Projects Committee (Melford Pelletier)
- VI. Old Business 11:10 – 11:15
- VII. New Business 11:15 – 12 noon
 - a. UMFK/UMPI Collaborations and Joint Meeting of BOVs (John Short and Jason Towers)
 - b. BOT/BOV Executive Committee (Doug Cyr)
 - c. Legislative / Bond Advocacy (Doug Cyr and John Short)
 - d. Update Committee Membership
 - e. BOT / BOV Summit
 - f. Pilot School Project (Ben Sirois)
- VIII. Adjournment – Lunch at noon

The five committees provided the following reports/ updates:

Advocacy Committee (David Saucier)

- Business breakfast is scheduled for Tuesday, October 16th at 7:30 AM in Nadeau Conference room. Guest speaker will be Samantha Warren, UMS Chief Lobbyist / liaison to the legislature. She will inform the community of bond and the importance of it.

Education and Development Committee (Sue Devoe)

- New binders reviewed.
- Orientation video from Education Committee is a great tool for onboarding new board members.
- Vacancy on some committees – new members requested to review and volunteer for a committee that they feel they connect with.

- Strategic plan will be revisited next year to encompass the changes that have come since creation. Need to incorporate collaboration.
- Purpose of the BOV: to advocate for UMFK, raise private funds, raise awareness, and to advice on campus and regional needs. Make sure relationships stay strong so that industries stay here and continue to grow.
- It is important for BOV members to be familiar with the campus and its buildings; e.g. to know which houses are being referred to in relation to the bond. There was a tour this morning, but for those who were not able to attend, tours may be scheduled at your convenience.

Nominating Committee (David Cambridge)

- This is an important committee as it brings this group together through a selection of diverse individuals.
- It is important for each BOV member to be continuously identifying individuals who would be an asset and add value to the board.
- A minimum of 4 new board members will be needed for next year – need to identify like-minded individuals who will advocate for UMFK and the region.
- The previous chair has stepped down, so this committee now needs a new member and a new chair.

Luis Sanclemente volunteered to be the new chair of the nominating committee

Planning Committee (Doug Cyr) - no report

Special Projects Committee (Melford Pelletier)

- VA status update: ~22 veterans in the process of pre-registering at UMFK; anticipating over 40 once school starts. Last year 34 veterans attended UMFK, 35 at UMPI.
- Duane and the Student Veterans Association became aware that other campuses have veterans wear a red, white and blue cord at graduation. They recommended that the same be done at UMFK; the proposal was well received and the purchasing of these cords is being researched.
- The Special Projects Committee was originally created to support the Biomass project; the BOV helped guide/advocate for the project. If bond goes through, there may be the need for a special sub-committee to support that effort.
- A special thank you to Melford and Duane for the event hosted this past Veterans Day. It was a great success and something that we should try to pursue every year.

Submitted by:
Dr. John Short
University of Maine at Fort Kent
October 1, 2018



BOARD OF VISITORS
University of Maine at Machias
Annual Report
Academic Year — September 2017 to August 2018

OVERVIEW

Over the past year, the UMM Board of Visitors once again provided valuable support and advice to Head of Campus Kay Kimball and the campus administration. The BOV members' breadth of professional experience, combined with their depth of knowledge about the Washington County culture and economy and their commitment to UMM and its critical role in the region, proved extremely helpful as the University continued to struggle with enrollment and finances, and began to address the challenges and promises inherent in UMM's partnership with the University of Maine, as well as the work of One University. The overall concern of the BOV was the long term sustainability of UMM.

BOV members served on various campus committees, such as the Planning and Budget Advisory Committee and *ad hoc* work groups addressing Marketing, Student Retention and Success, and Facilities Use. The BOV accomplished several goals that were set forth by Head of Campus Kimball: Supporting Phase 1 of the Primary Partnership; Integration with the UMaine Board of Visitors; Including faculty and student presentations to the BOV; Alumni Collaboration with UMaine; and Strategic Plan assessment and recommendations. Members routinely attended campus events and meetings, and they took advantage of the Murdock Fitness and Aquatics Center and Merrill Library. Over the past year, Board members were in attendance at such campus events as the Honors Convocation in April and Commencement in May.

The Board of Visitors has been transitioning to its more significant role in influencing the direction of UMS, along with other boards of visitors in the system. Members are optimistic about UMM's primary partnership with UMaine, and they continue to monitor its progress while still focusing on UMM's coastal university brand.

MEMBERSHIP

Wendy Harrington and Ron Beckwith rotated off the Board, and Kathy Sparaga and Joseph Cassidy resigned due to changes in their personal circumstances. The Board of Visitors is now comprised of 12 members, including 7 men and 5 women. Members come from throughout Washington County for a wide geographic spread, and they represent a good array of Washington County businesses and industries. The Board is committed to maintaining a full contingent of Board members representing the various businesses and organizations in Washington County.

Arnold Clark, Esq.	Attorney-at-Law, Fletcher & Mahar (Calais)
Chris Gardner	Director, Eastport Port Authority (Eastport)
Nichole Jamison	Dean of Business and Industry, Washington County Community College (Machias)
Judson McBrine	Headmaster, Washington Academy (East Machias)
Elizabeth Neptune	Owner, Neptune Advantage (Princeton)
Ronald Ramsay	Superintendent, MSAD #37 (Harrington)
Charles Rudelitch	Executive Director, Sunrise County Economic Council (Harrington)
Traci Sanborn	Senior Vice President, Machias Savings Bank (Machias)
Dwayne Shaw	Executive Director, Downeast Salmon Federation (Columbia Falls)
Dianne Tilton	Executive Director, Downeast Institute for Applied Marine Research and Education (Beals)
Jacob van de Sande	Project Manager, Maine Coast Heritage Trust (East Machias)
Marjorie Withers	Immediate Past Director, Community Caring Collaborative (Machias)

OFFICERS

Traci Sanborn was chair for one year with Judson McBrine as the Vice-Chair; as of July 2018 Traci stepped down and Judson McBrine was voted unanimously as the Chair with Jacob van de Sande as Vice-Chair. Judson and Jacob are among UMM's strongest supporters, and both are heavily involved in campus activities and initiatives.

SCHEDULE

UMM's Board of Visitors typically meets as a full board six times during the academic year, including an annual meeting in July. BOV members have the option of attending meetings via conference call or teleconference, though most choose to attend in person.

09-12-17	Fall dinner meeting
11-14-17	Fall dinner meeting
01-09-18	Winter dinner meeting
03-13-18	Spring dinner meeting
05-8-18	Spring dinner meeting
07-10-18	Annual dinner and meeting

In addition, the Board attended two BOT/BOV Summits:

- November 3, 2017
- June 4, 2018

MEETINGS AND AGENDA ITEMS

September 12, 2017

Kay Kimball introduced Penny Guisinger, Director of Public Relations; Lois-Ann Kuntz, Faculty Representative to the Board; and Malcolm MacDonald, Student Representative to the Board. Kay gave an overview of the new admissions staff; fall enrollment; swipe card access to buildings; Nursing coming to UMM; and a NEASC visit.

Traci Sanborn was elected the new Chair of the Board of Visitors.

November 14, 2017

The November meeting was cancelled due to weather

January 09, 2018

Kay introduced Bill Driscoll and Rebecca Bragg, both are Business and Entrepreneurial Studies faculty at UMM. They gave the Board a presentation on the Business program, student outcomes and collaborating with the community. Both Bill and Rebecca have been joining community events to help with awareness.

Kay updated the BOV on campus initiatives: we received a Davis Family Foundation Grant for \$200,000. Next fall UMM is reducing out-of-state tuition. The offer of Head of Campus has been accepted by Andrew Egan. Additional state funding has been proposed for Early College students. A MELMAC Grant for \$25,000 was awarded to UMM and will be used to build a help line to answer questions for students. UMaine President's search is moving along. Our NEASC accreditation will be relinquished in July 2018 and UMM will fall under UMaine's accreditation after that.

March 13, 2018

The March meeting was cancelled due to weather.

May 8, 2018

Kay announced position searches to the BOV; Director of Fitness and Athletics; Soccer Coach; Admissions Counselor and Registrar.

Eric Jones, Assistant Director of Plant Biology, attended the meeting and gave a presentation on how his courses interact with the local community.

Kay asked for recommendations from the Board on the Strategic Plan.

Malcolm MacDonald mentioned that students need a student center. Charles spoke about the Psychology and Community Studies internships as well as Business and Education internships.

Kay talked about UMM being an ELA campus for 11 years – we need to have a definition/clarification so there is a common understanding and description. A Master Plan connecting the town walkable residential neighborhoods should be developed.

July 10, 2018

Kay introduced Jacob Hanley, Student Engagement and Inclusion, and Kurt Manco, UMM student, they gave a presentation on Student Activities, Student Senate and Greek Life.

Kay announced that Traci Sanborn has stepped down as BOV Chair; Judson McBrine volunteered for Chair vacating the Vice-Chair position; Jacob van de Sande stepped up as Vice-Chair. Kay called for the vote and it was approved unanimously.

If the bond proposal passes, UMM will receive 3.7 mil. There will be two BOT/BOV summit meetings this year. The Board of Trustees will hold their meeting on the UMM campus March 24-25.

Submitted by: Dr. Andrew Egan, Vice President for Academic Affairs and Head of Campus

Date: September 24, 2018



Board of Visitors
University of Maine at Presque Isle
Annual Report
September 2017-August 2018

Overview

Our year was highlighted by the collaboration efforts with UMFK's Board of Visitors. We met and worked on relationships that would increase the support of educational services in Aroostook County. Building relationships within each Board allowed all of us to support both universities as well as support change efforts at each university that would assist students, administration and the communities that we live in.

We also supported the new Competency Based Education program that has allowed many educational opportunities for adults who did not finish their education. The University has done a wonderful job and exceeded its expectations for this program.

We continue to support the bond initiative and await direction from the UMS on the next steps for advocacy.

Membership and Officers

We began the year with 18 Board Members, all of which remained until May of 2018 when we received a resignation. We did nominate 2 new members to the board which were approved by the Trustees, so we currently have 19 members going into the 2018-2019 academic year.

Our board consists of 5 women and 13 men, all of which live and work in the Central Aroostook area.

Members are:

Nancy Fletcher	Retired- University Maine Presque Isle
Dan Bagley	County Federal Credit Union
Ben Greenlaw	SAD1, Presque Isle High School
Ellen Bemis	Aroostook County Action Program
Bill Flagg	Cary Medical Center
Arthur (AJ) Cloukey	MMG Insurance
Darlene Higgins	Retired-Cary Medical Center
Carl Michaud-Chair	Central Aroostook Association
Tim Poitras	Chester M. Kearney
Dave Spooner	Northern Maine Development Commission
Chantal Pelletier	MMG Insurance
Chelsie Johnson	Hope & Justice Project
Scott Violette	Barresi Financial
Steve Richard-Vice Chair	Central Aroostook Association
John Lisnik	Retired-University Maine System
Jason Parent	Aroostook County Action Program
Jason House	TD Bank N.A.
Rick Duncan	House of Comfort-Resigned in May 2018
Representative Trey Stewart	Maine House of Representatives
Tom Richard	Northern Maine Community College

For the 2018-2019 Academic Year, the officers will be

Steve Richard-Chair
Jason Parent-Vice Chair
Nancy Fletcher-Recording Secretary

Schedule

The UMPI BOV schedules to meet 9 times annually, September to May, with the exception of December. We also schedule an informal meet and greet for new members at the President's house in June. The annual meeting was held in April to elect new members and new officers.

We utilize a conference call to allow for traveling members to join the meeting. Our meetings are schedule on the last Tuesday of the month in the Campus Center from 7:30am to 9:00am

Meetings and Agenda Items

October 2017:

Agenda: Master Plan update
CBE update
BOV/BOT summit
UMFK Collaboration

We received an update from CBO Ben Shaw regarding the Master Plan. The plan is on schedule and their will be a campus presentation of the plan in late winter or early spring.

Carolyn Dorsey updated the efforts of the CBE program and was happy to announce that the program was running extremely well and enrollments into the program far exceeding expectations

Board members from both UMPI and UMFK met to discuss the next steps of collaboration. It was a great meeting and we look forward to working with our counterparts in Fort Kent.

November 2017:

Agenda: President's update
Advocacy update
Joint BOV Meeting
Internships

The president's update included institutional goals related to financial recovery, marketing/branding and redefining the culture. Additionally, he shared the Fall 2017 census data and increases in enrollment, both in-state and out-of-state. President Rice also announced We are expanding our CBE BBA offerings to include Project Management and Accounting in Spring 2018 and a History degree for Fall 2018.

Shared the handout presented at the recent BOT/BOV Summit, which was shared earlier via email for BOV members to consider. The UMS, are soliciting additional feedback on the following:

- A) What makes your campus uniquely worthy of public investment?
- B) What is one advocacy action item each BOV member will commit to doing?
- C) How can the UMS better engage BOV members to help raise awareness among legislators about the value of investing in public higher education and UMS infrastructure in particular?
- D) What additional support/information do you need to be an effective advocate?

This generated great discussion and feedback from the group.

Updates on the Joint BOV meetings with UMFK. Steve Gammon, who is over collaboration between UMPI and UMFK, will be the convener for the joint meetings and serve as an ex-officio, with the two university presidents also serving in an ex-officio capacity. This set-up will allow both BOVs to better advocate for the bond and collaborate on common interests (as well as how we differentiate). Steve Richard, Jason Parent, and Dan Bagley will serve as the 3 UMPI BOV members on this joint committee.

President Rice discussed the internships required by various programs. Ray Rice and Carl Michaud thought it might be good to discuss internships for both for-profits and non-profits in the regions. We need to have a network and process in place so we can have a solid internship program. Ray asked Debbie Roark to lead this with BOV members; Darlene Higgins and Rick Duncan

January 2018

Agenda: Budget and enrollment update
President's update
Joint BOV update
Campus to Career Taskforce

Debbie Roark provided an update on the Spring 2018 enrollment for new students and the current Fall 2018 enrollment funnel. The CBE program is helping to increase our spring enrollment numbers and we are trending up in Fall 2018 enrollment numbers for new traditional students.

Ben Shaw provided budget updates for the current fiscal year and the budget projections for FY19. We anticipate meeting the FY18 budget and we have proposed a balanced budget for FY19. Debbie, Ben and Ray will be making the initial presentation to Trustees Irwin and Turner on the FY19 budget and enrollment projections on February 15, 2018.

President Rice discussed how we must rethink how we recruit and support kids as they come to college. Regional colleges and universities are truly at a disadvantage, as the larger research institutions will recruit all of the available students, further limiting our prospective pool of students. We must be innovative and develop the right programs for the population. For example, CBE is hitting the adult learner population and shifting our enrollments to make up the differences.

President Rice shared the names of UMPI BOV members who are the representatives on this joint task force: Jason Parent, Steve Richards, and Dan Bagley. Steve Gammon will be convening this joint meeting soon to continue our discussions, especially with the new Nursing program rolling out with a goal of 8-16 students this fall semester at UMPI.

Communication by administration, BOV members, faculty, and staff to the communities served will be critical as we move forward. A well-defined academic plan and communication plan are essential for moving ahead. Ray and President Short plus the BOV members at both campuses will be essential in this messaging. Rachel and Kerrie at UMFK must work together on this messaging. Across the board in The County, we are discussing collaboration. Thus, our messaging will compliment current regional conversations.

An internal collaboration committee has been established. The first charge of the UMFK/UMPI Internal Collaboration Committee (Chief Budget Officer and Deans, with the Presidents serving in an ExOfficio capacity) is to identify the financial savings—actually monetizing the savings—to provide productive services. This analysis will reflect significance to both campuses on what has occurred to date while maintaining autonomy to determine our own destiny. We must be strategic, aggressive, and innovative as we proceed. Using Aroostook Partnerships to engage the private/business community will assist in providing support to the collaborative efforts.

Debbie shared that the draft of the steering committee's makeup and charge would be placed in the Google Drive shared folder for the BOV. She thanked Darlene and Rick who have already agreed to serve; we still need one more BOV member to serve on this steering committee.

February 2018

Agenda: Board Leadership
Chancellor's Meeting
Collaboration with UMFK
Update on Financial Aid
Advocacy update

Carl Michaud reported that the Secretary position is currently open and he would be rolling off as Chair in the upcoming year. He encouraged the members to consider serving in one of the offices. Also, Carl noted that we have two vacant seats on our BOV and nominations for new BOV members will occur in our April meeting, so they can be approved by the UMS Board of Trustees at their May meeting. Please consider possible nominations to bring forward.

The Chancellor and his team will be on campus meeting with various constituencies in the MPR of Campus Center. We anticipate a BOV lunch meeting, as in past sessions. Additionally, this will be the March meeting of the BOV; we will not meet on Tuesday morning, March 27th.

President Ray shared that he attended a President's meeting in Portland yesterday and the overall message was a strong sense of urgency for collaboration and partnering system wide. Ray discussed the recent Chronicle of Higher Ed article; this will be sent to the BOV members. This article focused on the UMaine System and shared that we cannot continue to function as seven separate institutions with competition against one another. The Chancellor shared 3 models that our system could follow: A) totally separate campuses acting independently of each other; B) shared functions with partnerships to maximize academic and administrative institutions; or C) one accreditation, one president for 7 institutions, 7 heads of campus (like Pennsylvania model) with all centralized services. The Chancellor believes that B is the best fit for the UMS as we are a small system with some centralized services (IT, HR, etc.) and functions at system-wide level. Chancellor Page wants B to work to maintain cultural importance of each campus and leverage potential and increase efficiency, with multiple institutions partnering to support the needs of Maine's workforce.

The Joint BOV Collaboration Letter to the media, as well as each President's letter to his respective campus, went out as scheduled on February 16th. We will continue to share the message publicly about efficiencies in sharing services. The internal collaboration committee meets this afternoon; we have 5

positions on this committee to include Academic Deans, Registrars, Chief Business Officers, and HR representative along with EVP Steve Gammon. The Joint BOV is on-going and shares recommendations to the Presidents. Currently the collaboration committee is solely internal employees, with an initial charge to have the 2 CBOs detail the savings of work already done to see what's working or not working.

Debbie Roark provided an update on enrollment and financial aid. Under our new Free For Four & For Maine Families campaigns, our overall numbers are doing well with respect to applications received and students admitted. We are about 33% ahead in net confirmed as compare to each of the past four years as well. So we are guardedly optimistic as we proceed with bringing in our Freshman Class for Fall 2018. She also provided an update from Chris Bell on Financial Aid data for Fall 2018

The bond has gone through both the House and Senate—The UMPI request is very detailed for Wieden Hall and its programming—from academics to athletics. The bond proposal is now at Education Committee (local representatives Trey Stewart and David McCrea both serve on this committee) and their support for this bond is critical. With our current UMS bond proposal, a total of \$9.3 million would come to Aroostook County; of that, approximately \$4-5 million would come to UMPI.

March 2018

Agenda: Meeting with Chancellor and his staff

Chancellor Page provided updates related to collaboration, the Chronicle of Higher Education article, the bond, our Nursing collaboration with UMFK and discussions with NMCC on the sim labs. Additionally, Rya and Steve provided updates related to the Education program, as well as recruitment efforts for undergraduate students.

Bob Neely discussed the expansion of graduate programming, specifically in 6 areas: Athletic Training, Criminal Justice, Emergency Management, CyberSecurity, Education and Nursing. Expansion of the MBA program is also to be discussed. He shared the UMS is committed to expanding grad programs across the state. Dr. Neely also discussed the importance of establishing the pipeline from Early College to Graduate programming. The UMS is currently exploring online management providers for student support services.

The Chancellor acknowledged the BOV's commitment to the collaborative work done to date, and the magnitude of these efforts for the continued success of our collaboration, with the goal to maintain two separate campuses. As public institutions, we reflect our community's interests and The County is large with many interest groups. That being said, we have come a long way over time in our work to partner. It's apparent that we do and we can work together successfully, as exhibited over these past two years. The messaging is key in all that we do.

April 2018

Agenda: President's update
BOT Meeting September
Board Leadership

CBE/PBE—We will be adding new programs, and creating a structural shift in our organization such that CBE has a direct reporting line to the Provost effective July 1st. Likewise, we will be adding a few new positions to support the work in CBE; CBE is self-supporting with respect to revenue. Carolyn Dorsey is leading our CBE program and will be visiting McCain Foods tomorrow with a potential for 40-50 new students in CBE. We are also discussing the connection between CBE and EmployerU for workforce needs. President Ray explained the accreditation standards around program such as CBE and the traditional undergraduate standards—these are the same for each type of platform. New programs under development include Ed Tech and Medical Lab Technology.

The Nursing and Education programs were approved by NEASC, along with joint positions like Chris Bell who leads Student Financial Services on both campuses. As we continue discussions, it's possible that some programs will shrink or go away on one campus, but we will still support the academic program offered on the opposite campus.

President Rice provided an update on the new Agricultural Sciences and Agribusiness degree program and movement on the greenhouse. We are going out to bid today to contractors. Ag Sciences clearly has been the most positively received program created in years at UMPI.

Information gathering is still in process about the wind turbine fire. Investigators, including the insurance engineer, have determined it was an electrical fire and insurance will cover the loss as nothing could have been done to prevent this from occurring. We will be putting out a press release later this week. Discussions will continue with Vestus (our service contractor) related to potential next steps and the BOV will be contacted as we learn more and decisions need to be made.

Steve Richard spoke about the master planning process and the provided a draft copy of the Executive Summary to our members today. The plan was done in stages and phases. Phase I was related to signage, lighting, Owls Nest, etc.—really practical and visible changes. Phase II was related to residence halls and updates/new additions. We are also hopeful that we can proceed with changes to Wieden Hall and the parking issues, especially for our senior population attending events at this facility. The big question mark right now is Normal Hall, which was mothballed about 2 years ago. Harriman engineers did an assessment on the building and this is still a work in process. We will know more this after today's meeting and we will ask Harriman to present to the BOV

The master plan includes changes to parking lots as well as a new entrance from the parking lot for Folsom Hall. If we were to keep Normal Hall, we have been receiving interest from groups, including campus and external groups who have asked about potentially moving their location to campus. The only floor that's accessible is the first floor, so we are limited; and we will need to do extensive work. However, we are awaiting the final report from the engineers – risk management had previously noted a crack in the basement floor, thus it was mothballed.

The first floor of Normal Hall is functional and we are awaiting the structural engineering report. Eventually a decision will need to be made to determine if Normal Hall will become an outward facing building to serve the community and campus or move in a different direction.

Carl Michaud shared it would be great to have BOV representation at the meeting. Additionally, it is great timing to host the BOT as we will be presenting the Master Plan, future directions of UMPI and collaboration with UMFK (NOTE: The May board meeting is at UMFK on May 20-21, Carl Michaud will be representing UMPI BOV)

Carl thanked everyone for submitting for all the nominations for leadership roles. In June, Steve Richards will be new chair, Jason Parent will serve as new Vice Chair and Nancy Fletcher will serve as Recording Secretary.

June 2018

Agenda: President's House Reception for new members

Ray thanked Carl for his service as the BOV Chair and presented him with an UMPI director's chair. Ray introduced Steve Richard as the incoming Chair, Jason Parent as the Vice Chair and Nancy Fletcher as the Secretary. Also introduced Tom Richard (present) and Rep Trey Stewart (currently in Augusta at the legislative session) as the new incoming members. Rick Duncan has resigned from the Board.

Ray discussed a few of the priorities across the UMS and Trustees, which includes meeting the workforce needs and programs designed to meet our current workforce challenges, with the sense of urgency across all faculty, staff and administrators system-wide.

By August, the UMS Campus Presidents will provide an update to the BOT on these priorities. Currently Ray is second longest serving President within the UMS, so there has been a lot of change in the system; these changes will support the advancement of the UMS.

Ray shared he believes UMPI is poised to meet the BOT system goals—UMPI with CBE and EmployerU and our new Ag program plus others, which are directly focused on workforce development and training needs.

Beyond the bond issue, we need to build our national and international reputation. Perhaps UMPI, with USM, are moving fast and focused on the transformative opportunities that are presented. UMPI will be a defining institution within the UMS. We will have an identity that supports workforce development for a demographic that the rest of the UMS and state are just now thinking about, which could include graduate programming to meet the needs of adult learners in The County and beyond. All CBE programming will come out of UMPI (for the UMS) as we have secured the appropriate accreditation for offering competency-based education degree programs.

Ray shared the news about a major gift to UMPI to support the new Ag program— we believe the largest individual gift in university history—and more information will follow related to the donor, gift, etc. Ray also spoke about a potential partnership with the City of PI with Arnold Brooke Lake and how a variety of academic programs could support such a project, to include exercise training, business with recreation minor, GIS, environmental science, etc.

Carolyn Dorsey provided an update on the creation of the CBE program, which started with Business classes. We are now exploring other majors, including Ed Tech. To date a total of 177 people have been on the platform over the past 10 months and by summers end, we anticipate 10 graduates. We are examining multiple start dates across the year for the first day of each month (except June).

Kim Jones' role with EmployerU has expanded as being the exclusive provider for CEUs across the state for educators for MEA for the MEA employers. We are branching out to interpersonal skills and working with many industries for stackable certifications. Kim also spoke about the service excellence program at UMPI, which is growing to meet the level of customer service needs and expectations across campus.

Submitted by Carl Michaud, Board Chair, 2015-2018

**University of Southern Maine
Board of Visitors
2017-2018 Annual Report
October 1, 2018**

Overview

In 2017-2018, Clif Greim served as Chair of the University of Southern Maine's Board of Visitors (BOV), with Luk Nya as the Vice-Chair. The BOV focused its attention on the following areas: supporting, collaborating and helping USM achieve its goals, especially in the areas of the GO Bonds, enrollment, retention and the employment of USM graduates; participation in system-wide joint BOT/BOV meetings; reaching out to Maine legislators in support of USM and the University of Maine System's legislative agenda, including the GO Bonds; and providing testimonials on the importance of USM and UMS to Maine's economy and businesses, among other issues.

2017-2018 Membership

The USM Board of Visitors began 2017-2018 with nineteen members (including the immediate past president) and one vacancy. There were twelve men and seven women. Twelve members reside in Portland or its surrounding southern Maine communities; four reside in Lewiston/Auburn/Lisbon; one resides in the mid-coast region and two reside in other areas.

Members' professional backgrounds:

- Technology and Manufacturing (4)
- Government/State (3)
- Financial (3)
- Arts (3)
- Accounting (1)
- Real Estate (1)
- Insurance (1)
- Architecture (1)
- Education/Youth Services (2)

Officers

Chair: Clif Greim

Vice-Chair: Luk Nya

Schedule

The USM Board of Visitors met six times in 2017-2018, including one joint meeting with the BOV of the University of Maine. The BOV met 4 times in Portland, one time in Gorham and one time at LAC. The Annual Meeting is scheduled in June of each year.

Meetings and Agenda Items:**Thursday, August 31, 2017 (14 voting members attended, 5 Ex-Officio, 9 staff and 3 guests)**

Students Muna Adan and Pdg Muhamiriza discussed ways for students and the BOV to engage with each other. Muna invited BOV members to attend Student Senate meetings and welcomed any ideas from the BOV to further engage with students. President Glenn Cummings shared that Eliot Cutler will be stepping down from his position at the Maine Graduate Center and George Campbell will be appointed by Chancellor Page as the Interim Director. President Cummings announced USM's Service Promise "Student Focused Every Day" and Values "respect and care, integrity, equity and responsiveness". Provost Jeannine Uzzi gave a presentation about the work her office has been doing over the last year. VPEMS Nancy Griffin gave a presentation about the DACA (Deferred Action for Childhood Arrivals) Policy and how it is affecting enrollment at USM. President Cummings provided an overview of the various USM goals, including continuing to improve enrollment, moving forward with USM's capital campaign, receiving the master plan report this spring, planning for the graduate center, and moving forward on community and corporate engagement strategies. Rebecca Nisetich provided an overview of USM's Convocation. The meeting ended with a lively discussion about the need for more internships.

Friday, October 27, 2017 (8 voting members attended, 0 Ex-Officio, 9 staff and 2 guests)

The October BOV meeting took place at LAC. LAC Dean Joyce Gibson welcomed the BOV to a revitalized LAC and introduced Brian Toy, the new Associate Dean. LAC highlights include: an increase in enrollment; a new Occupational Therapy clinic; two community partners newly located at LAC; and the June 2018 transition of Dean Gibson from Dean to faculty. President Glenn Cummings reported good news on USM's overall enrollment growth. Revenues are at 103% of budget projections. USM is growing partnerships in Iceland and developing collaborations that are mutually beneficial for students and researchers. The Promise Scholarship campaign has launched with a \$15M goal and \$4.1M raised. Ainsley Wallace, VP of USM Corporate Engagement, shared information on USM's model of holistic employer engagement for workforce development, alumni involvement and to meet corporate education needs and create internship opportunities. The newly organized Career and Employment Hub is working closely with corporate partners and campus partners. Employer Relations Managers are being hired to work closely with a portfolio of corporate partners. A new Career Network will offer a variety of community-based resources for USM students such as mentoring, mock interviewing, and job shadowing. BOV members expressed interest in helping.

Friday, December 8, 2017 (9 voting members attended, 2 Ex-Officio, 9 staff and 1 guest)

BOV members lauded the excellent and well attended Corporate Partners event featuring alumnus Dr. Micky Collins. BOV members reported that the BOT/BOV Summit in November was excellent and USM was well represented. BOV members were encouraged to attend future Summits. BOV discussed the USM Legislative Breakfast in Portland and the meeting with Androscoggin County area legislators. Among issues raised was USM's interest in legislative

support for the \$75 million general obligation bond bill. President Cummings noted that enrollment is going very well and this fall semester is our 5th semester in a row of enrollment growth. USM is getting ready to submit its 2019 budget. USM has balanced its budget the last two years and has used \$3 million of an anticipated \$3.5 million of turnover savings to support additional investments including scholarships and learning assistance programs. Over the next three years, USM will work to eliminate the use of turnover savings for budgeting. Senior leadership team has been working on the Nine Goals. Efforts include: growing online offerings, assessing the schedule to be more student friendly, reviewing common core requirements, expanding and improving advising, and developing a facilities Master Plan. Information about the new Metro contract was shared. Professor Dana Kerr gave a presentation on Risk Management and Insurance studies at USM and the MEMIC John T. Leonard Endowed Chair in Risk Management & Insurance. The Foundation is seeking an additional \$1.5 million in matching fundraising from other industry sources to fund the Chair. VP of Corporate Engagement Ainsley Wallace gave an update on Corporate Engagement efforts including: asking BOV members to sign up for the Community Career Network and Admissions Volunteer Network; encouraging BOV to attend the Corporate Partners series on innovation called "IMAGINE. CREATE. DISRUPT"; sharing information about the USM Works for Me alumni workplace gatherings; and upcoming professional development training series for students in the spring. John Henshaw gave the BOV an overview on the Maine Center Ventures. Jeannine Uzzi announced the successful hiring of an interim Dean of the Graduate School of Business, Jim Simpson.

Friday, February 12, 2018 (9 voting members attended, 2 Ex-Officio, 7 staff and 2 guests)

BOV met for a short meeting prior to the joint USM/UMO BOV meeting. The joint BOV meeting focused on supporting the region's workforce needs. Chancellor James Page joined both the UMS BOV and the joint BOV meetings. Chancellor Page gave an update on the GO Bond campaign. President Cummings informed the BOV that USM submitted its budget to the System and received positive feedback from Ryan Low and his team. Our reserves are growing and, overall, we are moving in a positive direction. The Law School has a structural budget deficit and the System is supporting an independent audit of the law school to assess the best path toward future stability. VPEMS Nancy Griffin gave a very encouraging update on enrollment, projections and retention. USM has hired a consultant to prepare an international recruitment plan. President Cummings and Provost Uzzi mentioned that USM is working hard on its retention efforts and that retention success is due to this broad cross-university commitment to student success. George Campbell gave updates on MCV and the Foundation. Ainsley Wallace will be the new President of the Foundation effective May 1st. Two major searches underway, one for the MCV CEO and the other for a permanent Dean of the UMaine Graduate School of Business. MCV is working on messaging and branding. Tony Shalhoub has agreed to be the honorary chair for the Center for the Arts campaign. The Promise Scholarship has raised \$6 million, so far.

Friday, April 6, 2018 (6 voting members attended, 2 Ex-Officio, 5 staff and 1 guest)

BOV Chair Greim noted the smaller than usual turnout and questioned how to increase attendance at non-Portland based meetings. VPEMS Nancy Griffin gave an overview of fall enrollment noting that we are facing strong competition from other colleges and universities across New England. Despite these challenges, Nancy predicts that overall fall enrollment will be up by 1%. Our improved financial aid packages have had a direct and positive impact on enrollment. Enrollment is working with the Law School to create a recruitment plan. Two big challenges for attracting and retaining students include (1) insufficient supply of student housing and (2) the need to improve and expand our financial aid packages both for recruitment and retention. President Cummings congratulated Trevor Hustus and Ray Stevens on their appointments to the BOT. He also thanked Provost Uzzi and Cyrus Hagge for their work on the Master Plan. Glenn shared information about the Ricci Scholars event and Ray Steven's generous donation to support improvements in the science in honor of his mentor, Prof. Ricci. USM presented our budget to the System. We have a balanced budget, added some to our reserves, and are reducing our reliance on turnover savings. The Law School has experienced budgetary challenges, similar to the challenges experienced by law schools nationally. To address this budget challenge, USM is financially assisting the law school and also working with the System to engage Hanover Research to do a review and audit of the Law School. Provost Jeannine Uzzi gave a presentation about the draft Facilities Master Plan and members were also invited to the public forum at 12:30. Information about the master plan is available at <https://usm.maine.edu/president/master-plan>. Cyrus Hagge, President of the Foundation Board, discussed the possibility of including someone from the BOV to come to a Foundation Board meeting and vice versa.

Friday, June 8, 2018 (10 voting members attended, 3 Ex-Officio, 6 staff and 1 guest)

BOV Chair Greim shared his positive experiences attending Commencement and the reception the night before. Commencement included a USM Corporate Partner Hall of Flags with banners featuring student interns or alumni employees of the company that sponsored the banner. Sam Warren gave an update on the GO bond and thanked the many members who have reached out to Legislators to support the bond package. President Cummings announced that Ainsley Wallace is the new President of the USM Foundation. Ainsley introduced her new Chief of Staff, Nick Mancuso. Cyrus Hagge is now Chair of the Foundation Board and an honorary degree recipient. President Cummings introduced USM's new Chief Business Officer, Beatrice Fevry who is taking over for Buster Neel. Enrollment was up 3.4% last fall, and in addition, our winter term and our two summer terms are up about 3-4%. USM is anticipating its fourth straight year of enrollment growth. USM reserves are now at almost \$8M but our goal is \$12M. We are less dependent on turnover savings in the 2019 budget. USM is holding steady on alumni fundraising participation but we are anticipating that to increase in response to efforts by the Foundation. There was a successful search for the CEO candidate for the Graduate Center. The new Dean of the MBA school has been hired. The MBA program will be housed in Portland, but will be a UMO MBA. Curricular discussions have begun between the USM MBA and the UMO MBA. We have hit all of the deliverables required by the Alford Foundation. Executive Director of Public Affairs and Marketing Bob Stein is spearheading an RFP for a market research study to

test a possible name change for USM. The BOV reviewed and supported the 2018/19 draft meeting schedule. The BOV voted to support Rebecca (Beckie) Swanson Conrad to serve on the BOV.

Submitted by	Clifton Greim, Chair USM Board of Visitors
Date	October 1, 2018



FY19 INVESTMENT COMMITTEE WORK PLAN

Every meeting includes:

- Portfolio and Manager Performance Reviews for:
 - Pension (closed defined benefit plan)
 - Managed Investment Pool (including endowment)
 - Operating Cash
- Defined Contribution Plan Update

Any of the meetings may include:

- Investment manager presentations as warranted
 - Reasons may include performance reviews, changes in personnel, changes in organizational structure, or review new managers for investment consideration
- Asset allocation and scenario analysis including possible restriction of investment options
- Updating of investment guidelines
- Discussions regarding gift fees
- Oversight of the defined contribution retirement plan including sole recordkeeper relationship, plan economics, employee retirement readiness, employee engagement
- Review of consistent top performers, not currently part of the portfolio, for possible investment

Meetings typically are held during the following months. Anticipated agenda items for FY19 include:

SEPTEMBER:

- Reappoint non-voting, non-trustee member to the Committee
- Private equity discussion
- Defined Contribution Plan manager recommendations

DECEMBER:

- Approve endowment spending rate for FY20

FEBRUARY:

- Review estimated endowment distributions for FY20
- Asset allocation study and recommendations

MAY/JUNE:

- Update Investment Policy Statements

Other meetings will be scheduled as needed.

University of Maine System
Board of Trustees

**Audit Committee
Work Plan FY2019**

Late October Meeting Agenda:

1. UM Department of Athletics Agreed-Upon Procedures Report
2. Presentation of the Annual Financial Report (audited financial statements)
3. External auditor report including required communications letter, executive summary of financial statement audit results, and discussion of emerging accounting issues
4. External audit services Request for Proposal (RFP) update
5. Enterprise Risk Management update

January Meeting Agenda:

1. Interview external auditors as part of the RFP process

May Meeting Agenda:

1. Review Single Audit Report
2. External auditor summary of federal compliance Single Audit results
3. External auditor discussion of required communications, audit planning for the next fiscal year, and emerging accounting issues
4. UM Department of Athletics Agreed-Upon Procedures Report
5. Enterprise Risk Management – first annual report, feedback regarding the process, and preparation for BOT presentation

Other meetings and agenda items scheduled as needed.



University of Maine System
Management Group Appointments/Changes
07/1/2018 - 10/31/2018

Campus	Name	Position Title	Effective Date	Prior Salary	New Salary	Previous Position Title	Notes
UM	Wahab, R. Lizzie	Vice President for Enrollment Management	8/1/2018		\$ 198,000		Additional \$15,000 annual bonus for 3 years
UM	Erhardt, Niclas L.	Interim Dean of the Maine Business School	9/1/2018	\$ 155,568	\$ 155,568	Interim Dean of the Maine Business School	Moved to MGMT Group
UM	Ralph, Ken	Director of Athletics	9/1/2018		\$ 214,000		New Hire
UMM	Egan, Andrew F.	Vice President and Head of Campus	8/13/2018		\$ 140,000		New Hire
UMS	Kimball, Karen S.	Deputy Vice Chancellor for Academic Affairs	8/10/2018	\$ 122,400	\$ 177,500	Vice President/Head of Campus	New Appointment
USM	Williams, Joanne	Dean of College of Management and Human Services	7/1/2018	\$ 153,000	\$ 161,415	Dean of College of Management and Human Services	Equity Increase (not previously reported)



Updates & Highlights

ExplorEC - UMS Early College Programs

- **Allows high school students to enroll in college courses and earn credits on both their high school and college transcripts.**
- **Early College includes:**
 - *Dual Enrollment* (concurrent enrollment)
 - *Aspirations* (at the university or online)
 - *Bridge Programs* (with Career and Technical Education)
- **July 2017 - \$3M from state to increase enrollment and improve quality**
 - Increase enrollment
 - Improve quality

ENROLLMENT

Strategic Marketing

- Target: Parents & Students
 - Traditional & Digital Marketing
 - Emphasis on underserved schools



DECREASES ANXIETY TRANSITIONING TO COLLEGE

- Nancy, Early College Student



**Save up to
\$14,000**

EARN A DEGREE IN LESS TIME.

Students who enter college with Early College credits are more likely to earn a degree on time than students with no Early College.

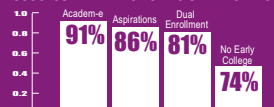
PARTICIPATION IN EARLY COLLEGE DECREASES:

The University of Maine System is an EEO/AAE employer and does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran's status in employment, education, and all other programs and activities. The following person has been designated to handle inquiries regarding non-discrimination policies: Sarah E. Henebo, Director of Equal Opportunity, 101 North Stevens Hall, University of Maine, Orono, ME 04469-5754, 207.581.1128, TTY 711 (Maine Relay System).

PARTICIPATION IN EARLY COLLEGE INCREASES:

Students who participate in Early College are **MORE LIKELY TO EARN A COLLEGE DEGREE.**

SUCCESS AT MAINE'S PUBLIC UNIVERSITIES



Early College students who graduate from high school and enroll in a Maine Public University are more likely to enroll in college (persist) for a second year.

HIGHER HIGH SCHOOL GRADUATION RATES

Students who participate in Early College are less likely to drop out of high school.

- IMPROVES RIGOR OF HIGH SCHOOL CURRICULUM
- BETTER STUDY SKILLS
- BUILDS CONFIDENCE



MOST POPULAR EARLY COLLEGE COURSES



College Writing



College Algebra



Intro to Literature



U.S. History 1



Intro to Statistics



Calculus A



UNIVERSITY OF MAINE SYSTEM

Early College Scholarships and Initiatives

**\$3 Million
Invested**

All-time high in Early College Enrollment

**\$385,000 in
Early College
scholarships for
Maine's students**



Early College: Building a Bridge to a Maine Career

Leadership in addressing State needs

With strong support from Governor LePage and the Maine Legislature the University of Maine System is investing \$3 Million to expand a statewide Early College program that:

- Strengthens the partnership between secondary and higher education;
- Increases degree attainment;
- Reduces the debt load on Maine college graduates, and;
- Builds bridges to Maine Careers.

Nearly 3,000 high school students from 380 different Maine communities enrolled in University early college courses at little or no cost in the 2017-2018 academic year. These students enrolled in public higher education programming equaling 17,577 credit hours.

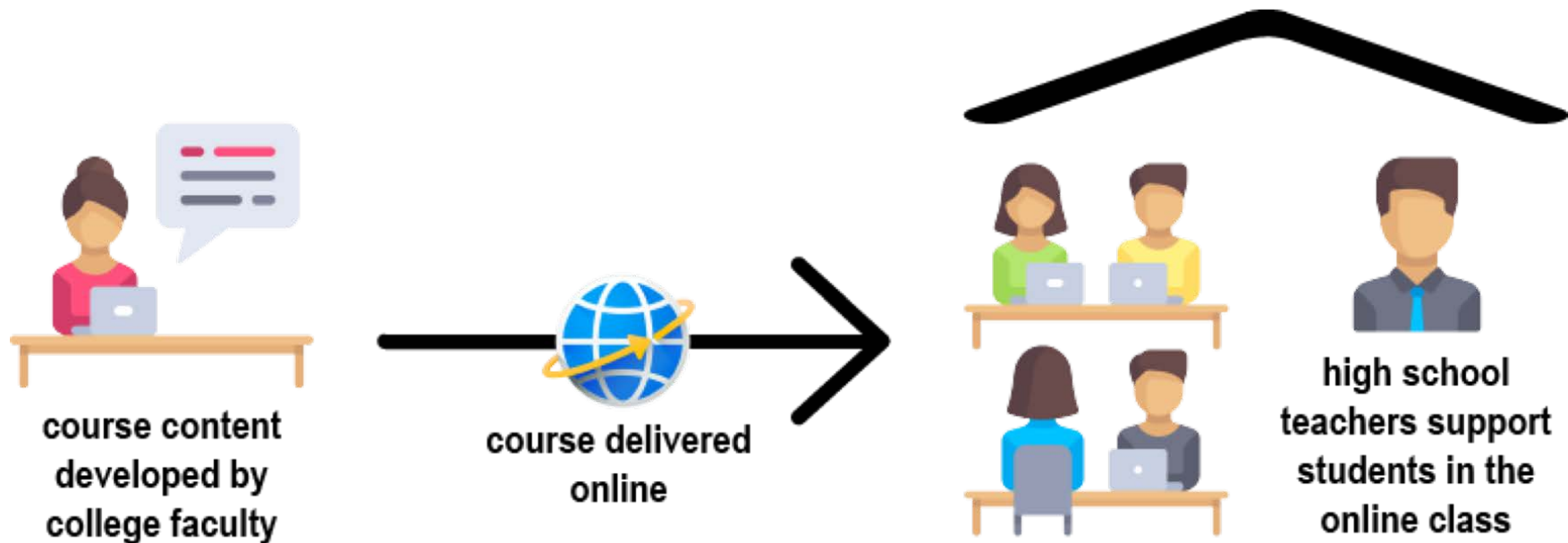
"Working with our local school partners across the state we aspire to provide every Maine high school student a chance to experience college-level work and get an affordable start on degree programs that lead directly to opportunity in the Maine workforce."

*James H. Page, Chancellor
University of Maine System*

The University of Maine System will invest \$385,000 over 2 years in Early College scholarships. Scholarships will provide an economic incentive to matriculate in public universities with strong and affordable pathways to Maine careers. Each college will award approximately \$20,000 to students who took early college classes in high school and intend to enroll at one of the seven campuses in the Fall 2018.

ENROLLMENT

Facilitator Model



ENROLLMENT

Early College Pathways to Careers

- High school students often did not understand connection between academic major and job
- *Pathways to Careers Early College Program*
 - Partnership with the Maine Community College System,
 - Boost enrollment in the UMS Early College programs
 - Increase matriculation at UMS campuses.
- Pathways to specific careers
 - Engineering, nursing, teaching, or business.
- Allows campuses to partner with local businesses for sponsorship
 - Businesses can see their connection to Early College through pathways to careers.



ENROLLMENT

Early College Pathways to Careers

- UMM has created eight Early College Certificates/Pathways to Maine Careers, and five of these certificates will be available online in Fall 2019.
- UMMFK has initiated a certificate program in forestry, business, behavioral science/human services, criminal justice/public safety administration, and in collaboration with UMPI, nursing and healthcare, all available completely online through Rural U in Fall 2019.



ENROLLMENT

Early College Pathways to Nursing

collaboratively supported by

Maine's Public Universities & Maine's Community Colleges

Potential Early College courses for an Associate's degree in Allied Health Pathway:
College Writing/English Composition
Psychology
Sociology
Public Speaking
College Algebra

EC to Associate's Degree

Maine's Public Community Colleges with Allied Health Pathways:
Central Maine Community College
Eastern Maine Community College
Kennebec Valley Community College
Northern Maine Community College
Southern Maine Community College
York County Community College
(in collaboration with SMCC)

to BSN

Potential early college course for a Bachelor's degree in Nursing (BSN), in addition to courses listed towards RN:
Statistics

Early College to BSN

Maine's Public Universities with Bachelor's degree in Nursing (BSN):
University of Maine Fort Kent
University of Maine at Augusta
(in collaboration with UMFK)
University of Southern Maine

BSN to Graduate Studies

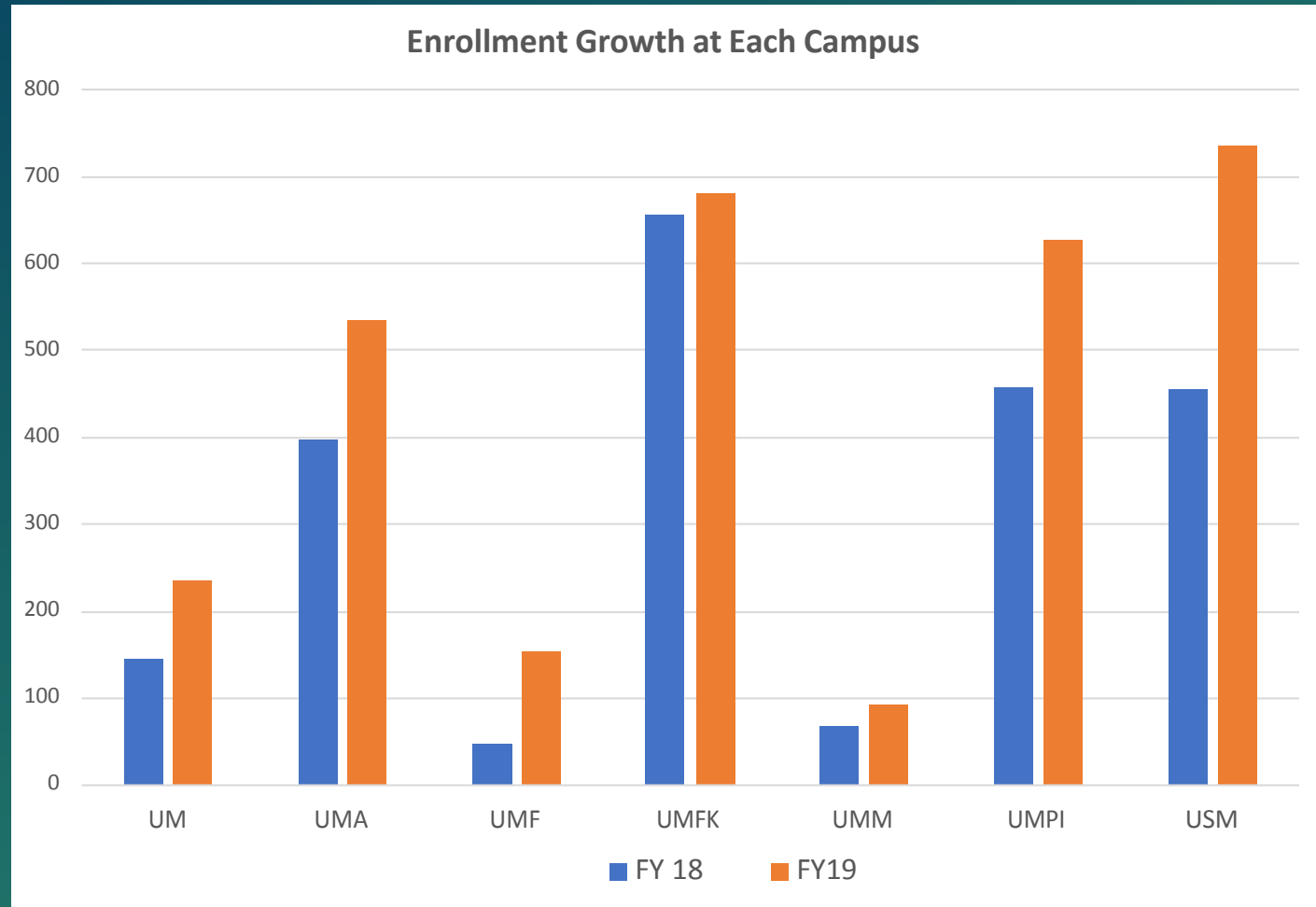
Graduate Studies:
Master of Science (MS) in Nursing Program
Certificate of Advanced (CAS) Study in Nursing Program
Doctor of Nursing Practice (DNP) Program
Family Nursing Practitioner (FNP)
Nurse Educator Certificate

Maine's Public Universities with Graduate Studies:
University of Maine
University of Southern Maine

DRAFT

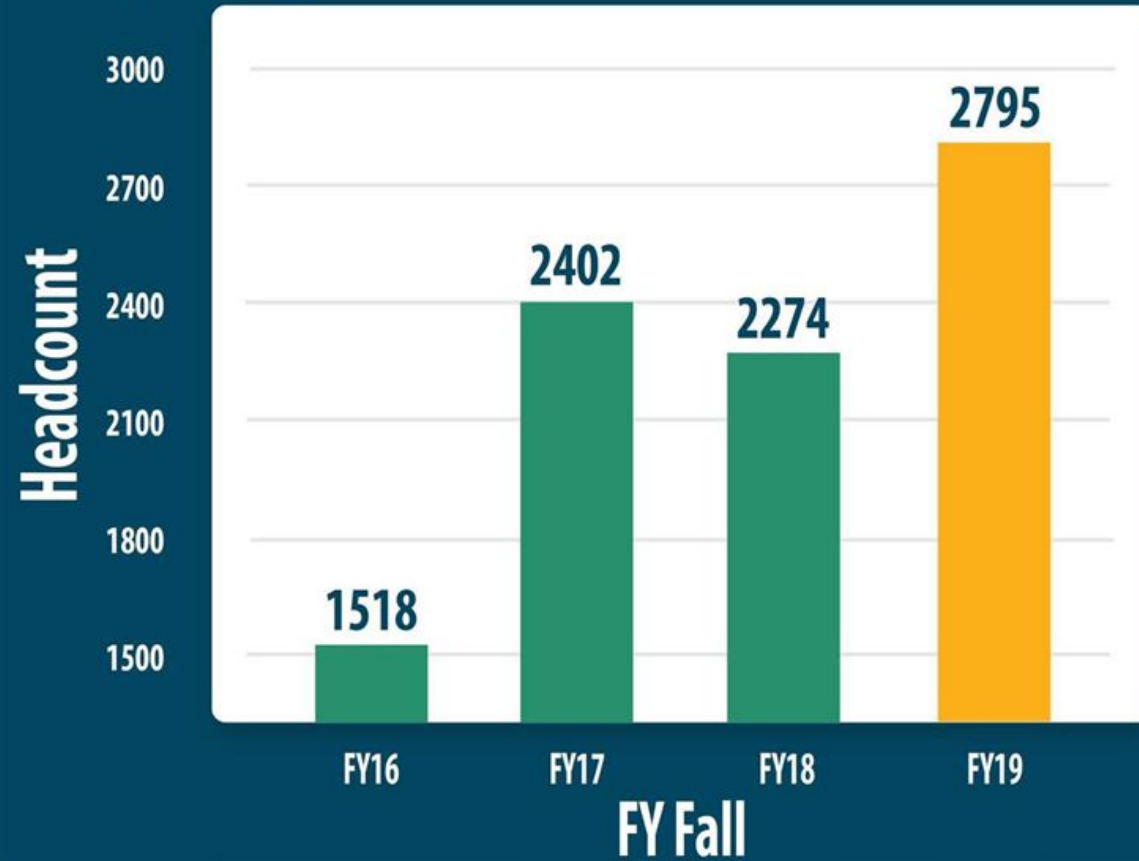


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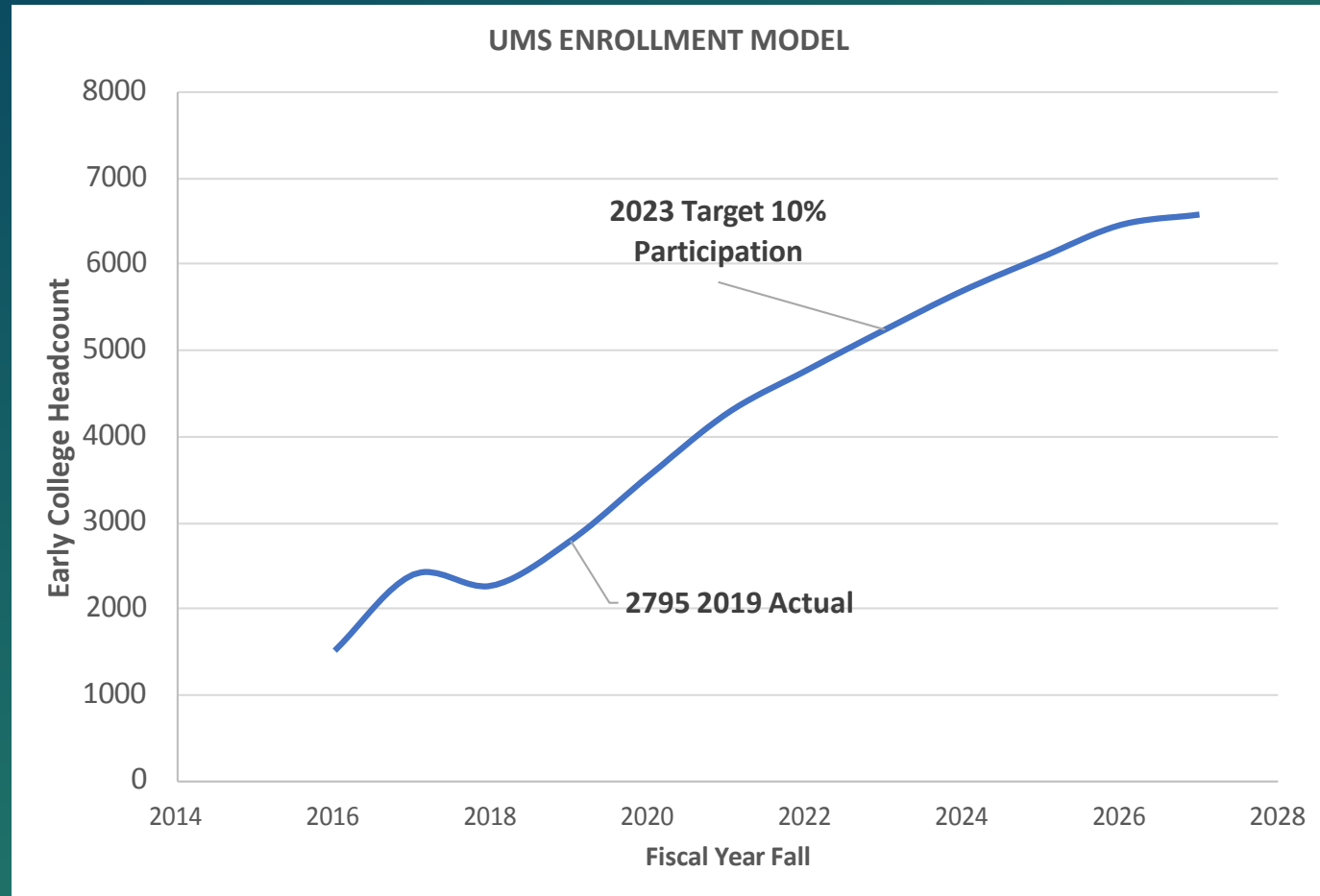


ENROLLMENT

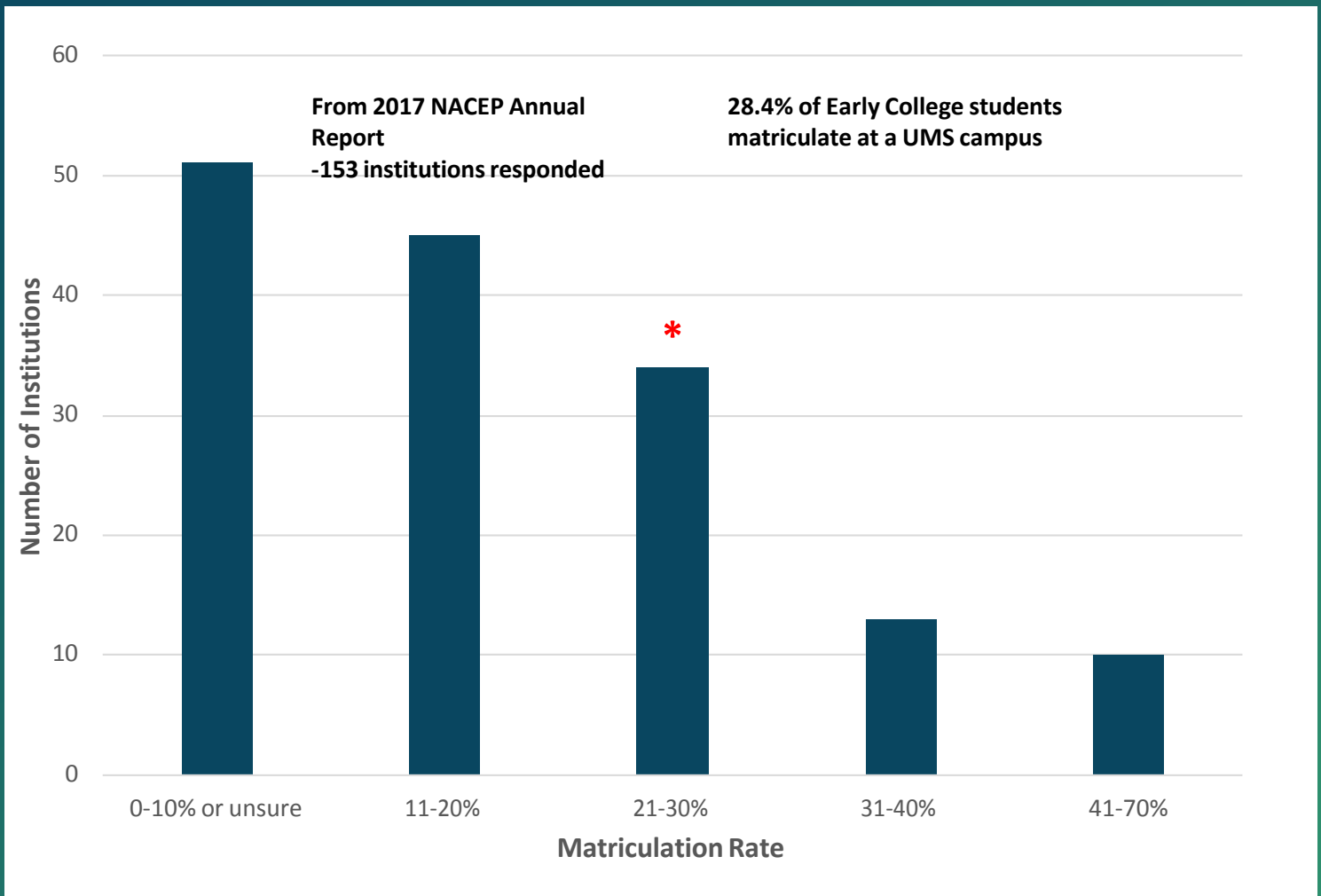
Early College Growth at Maine's Public Universities



ENROLLMENT

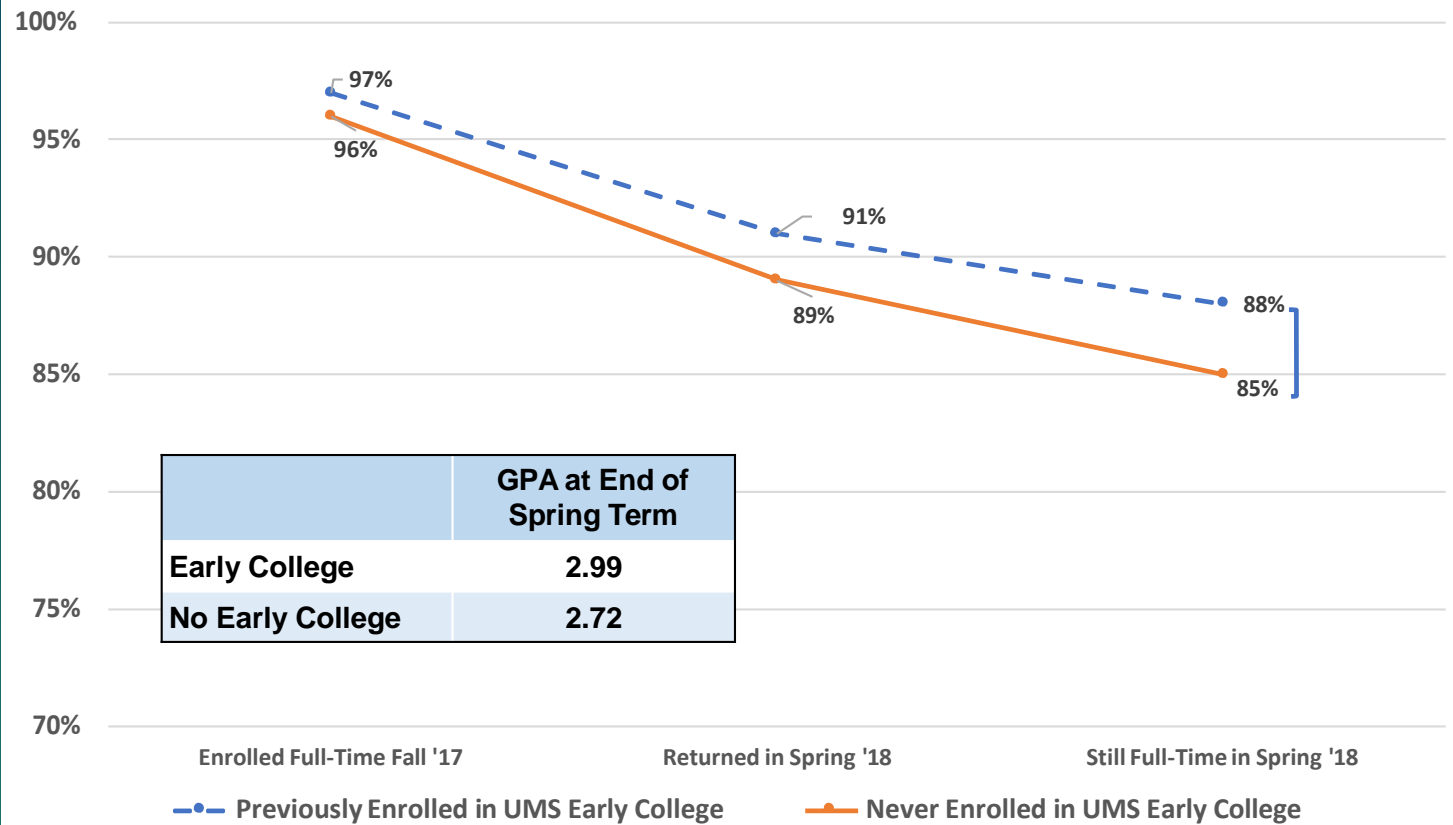


ENROLLMENT



ENROLLMENT

Full-Time Enrollment and Retention of Fall 2017 Cohort by Prior UMS Early College Enrollment



Quality

- Canusia
 - Faculty oversight
 - Track professional development
- Net Tutor
 - Key for student success
 - 24/7 online support for students in over 100 subject areas

Canusia, Inc.

Your Complete CEP Solution Provider



Quality



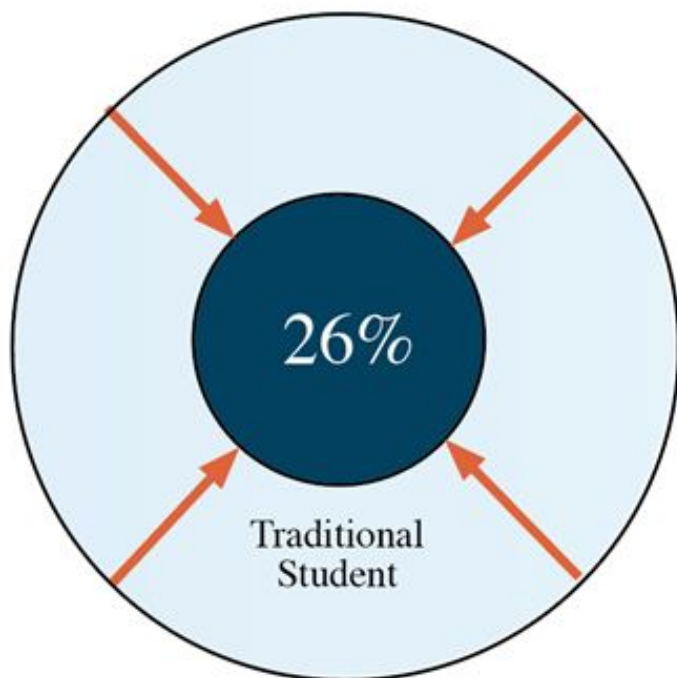
- **Student Support**
 - Student Orientation
 - Early Interventions



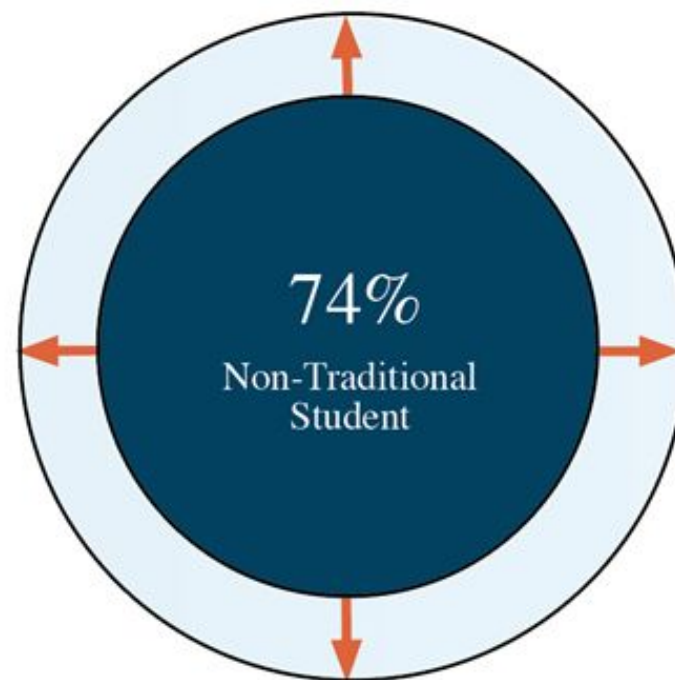
THE UNIVERSITY OF MAINE SYSTEM



U.S. UNIVERSITIES' TWO MARKETS

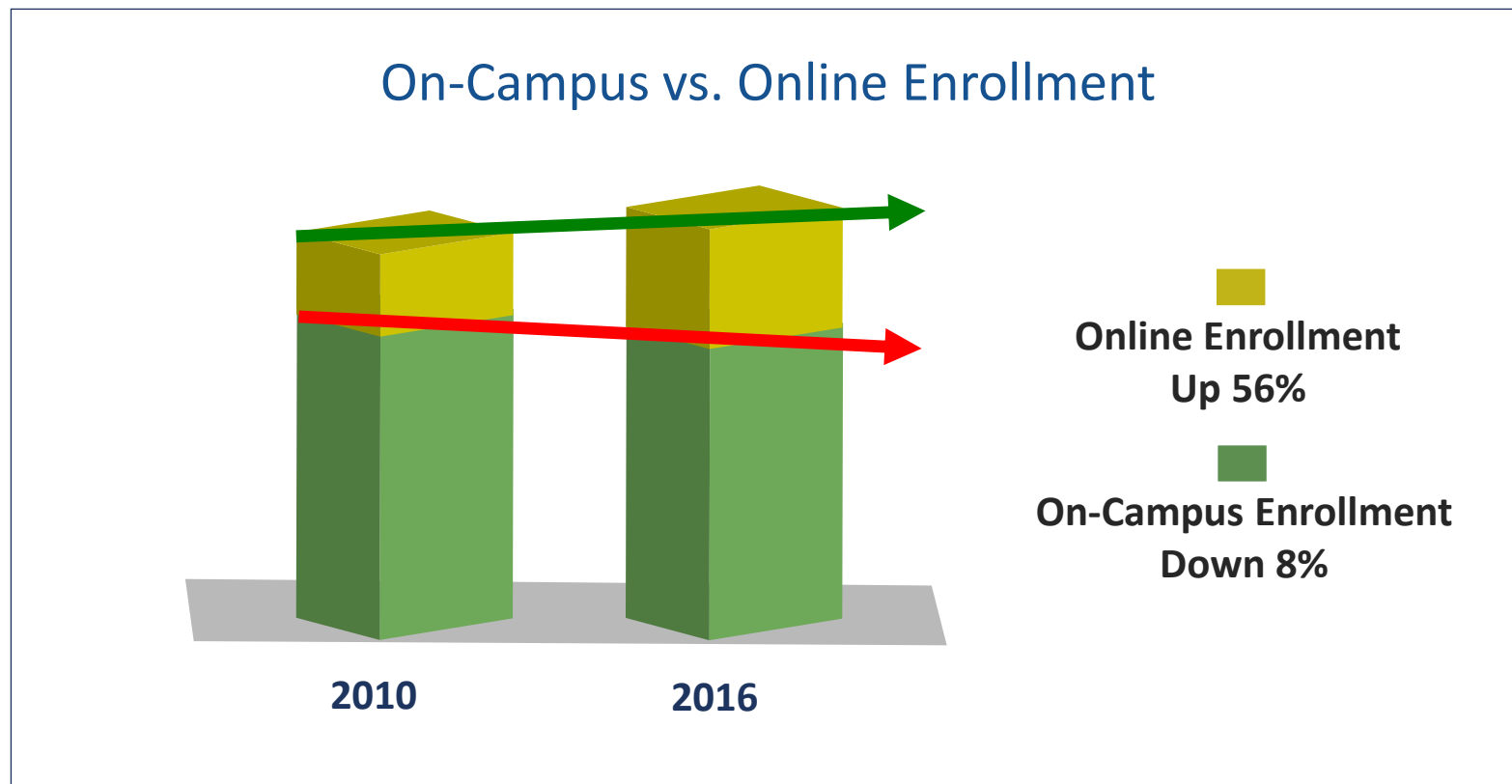


Enrollment of traditional students declined 8% over the past 6 years



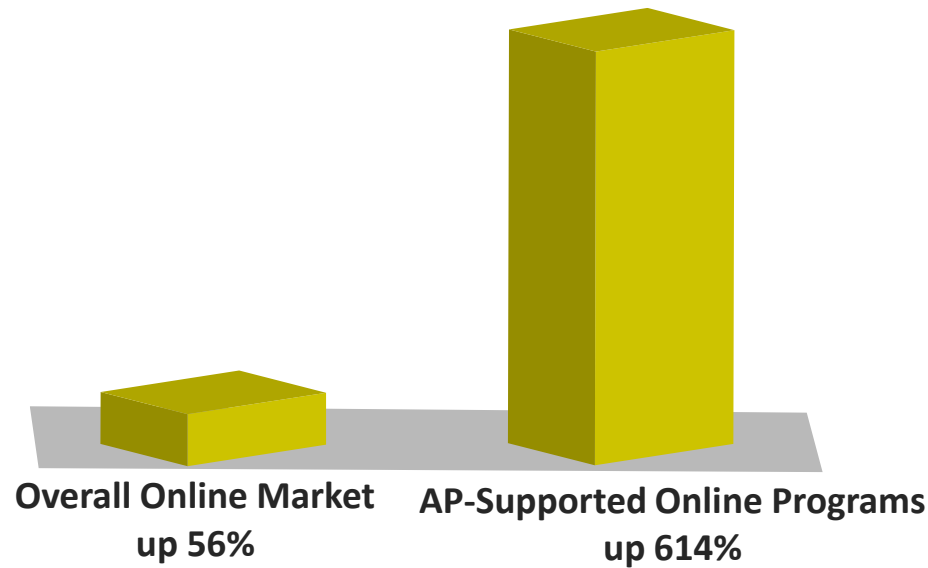
Enrollment in online degrees increased 56% over the past 6 years

UNIVERSITY ENROLLMENT (2010 – 2016)



Source: NCES, Eduventures

IMPACT OF ACADEMIC PARTNERSHIPS



On average, in the first 3 years after launch, AP grows a new online degree program between 378% and 2,200% over its on-campus enrollment

ACADEMIC PARTNERSHIPS—MISSION ALIGNED



ACCESSIBILITY



AFFORDABILITY



**STUDENT
SUCCESS**



SCALE

Partnering with universities to facilitate sustainable growth and help students achieve personal and professional success

ACDEMIC PARTNERSHIPS TRACK RECORD

#1 PUBLIC UNIVERSITY
in nursing enrollments

#1 PUBLIC UNIVERSITY
in graduate education
enrollments

#1 IN PROGRAMS REPRESENTED
over 650 online degrees

#1 PUBLIC UNIVERSITIES
REPRESENTED
more than 60 public
universities across the U.S.

#1 EMPLOYER-BASED
PARTNERSHIP NETWORK
of 6,420 employer
partners

Over
5,200
professors
assisted

Over
5,400
courses
converted

Over
270,000
students
recruited

Over
40
campus visits
weekly

AP COMPREHENSIVE SERVICES

AP services are designed to scale with partners' online enrollment growth, ensuring the delivery of high quality and consistent service tailored to specific needs of students, faculty and administrators

Academic Support Services

- Program planning & design
- Course conversion
- Quality reviews
- Faculty workshops & support continuous optimization

Enrollment Services

- Contact center technology
- An assigned in-house enrollment specialist team
- Application and registration support



Partner Support

- Online process, system & technology enablement
- Enterprise-wide project management & implementation
- Continuous optimization & automation of student experience

Integrated Marketing

- Market research & analysis
- Digital marketing
- Employer-based partnerships
- Off-line marketing & PR

Retention Services

- In-house retention specialist team
- Student engagement campaigns
- Interventions for “at risk” students

UNIVERSITY RETAINS CONTROL

UNIVERSITY CONTROLS	AP RESPONSIBILITIES
Admission standards and student acceptance to online programs	Student recruitment to the specifications of the university's admission standards
Online curriculum and instruction and their quality	Guidance in course design and conversion from campus-based to an online format utilizing best practices in instructional design, i.e. program- and course-level planning against learning objectives, course sequencing, utilization of learning technologies, quality reviews, faculty workshops, etc.
Grading, credentialing and academic advising	Student retention through Student Success Coordinators, supplementing university's own student support services but performing no academic duties. Students with academic concerns are referred to the university
Financial aid advising and disbursement	Student referral to the university's financial aid office
Student data and privacy	Enablement of university's information systems and processes to facilitate the most optimal online student experience, including enrollment, communication and support
University brand and its communication	Marketing and advertising support with all communications approved by university

BUSINESS MODEL DRIVES STUDENT SUCCESS

Average Annual Course to Course Persistence Rates



RN-BSN: 97.0%



MSE: 97.7%

Improving Student Persistence

On Boarding
New Students

Orientation
Risk
Assessment

Achieve Early
Successful 1st
to 2nd Course

2nd Course to
Program
Completion

Data Flags

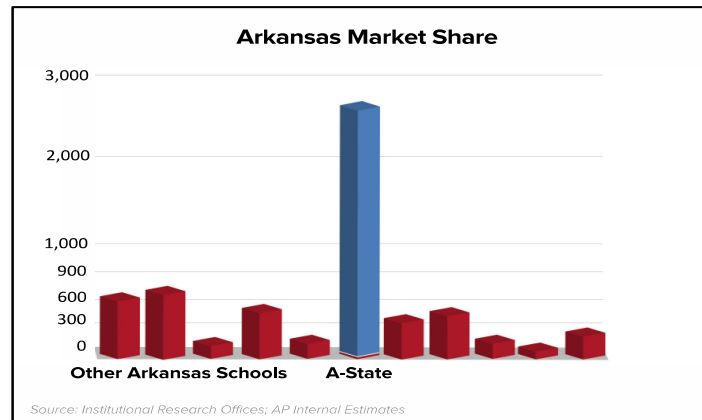
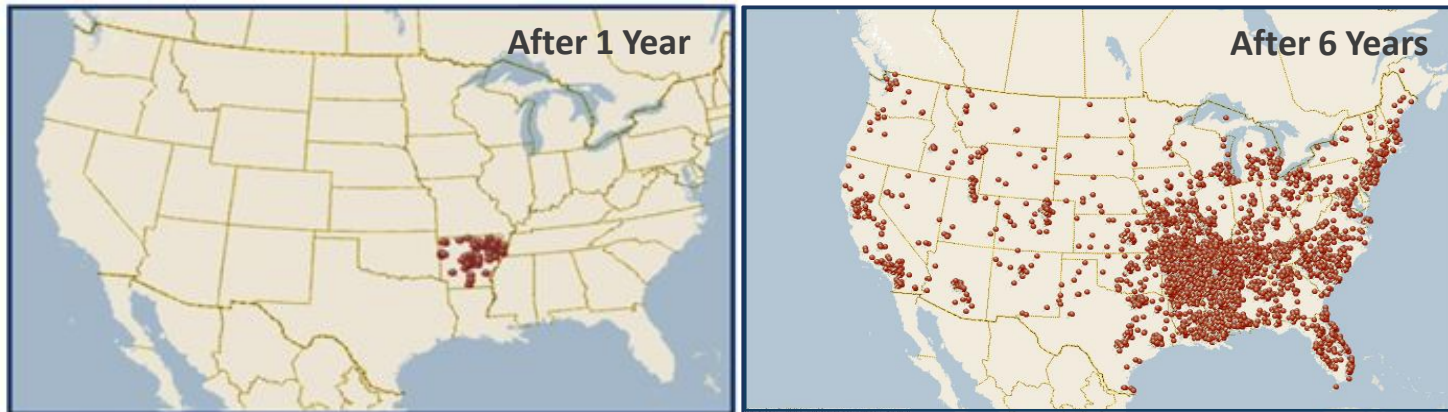
AP MARKETING VERTICALS & CASE STUDIES



ACADEMIC
PARTNERSHIPS™

CASE STUDY – ARKANSAS STATE EDUCATION

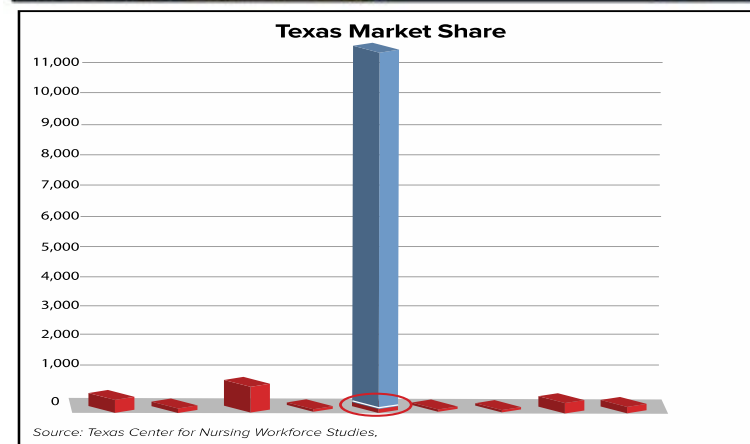
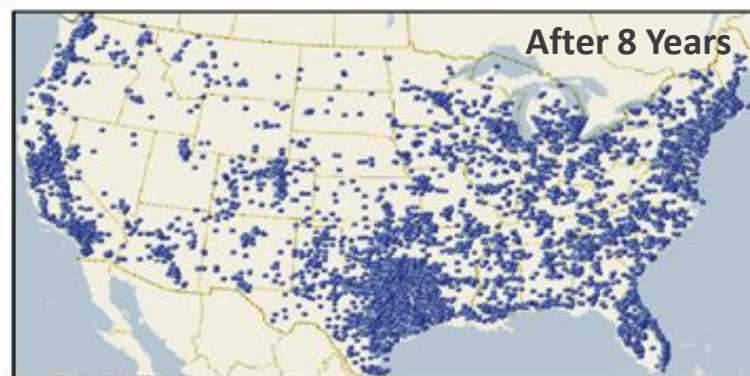
When AP launched this partner's first MEd program online, there were only 14 students enrolled in the program on campus






In 2015, this partner enrolled 87% of M.Ed. students attending Arkansas public universities

CASE STUDY – UTA NURSING

When this partner university launched an online RN-BSN, it had fewer than 140 students enrolled on campus. **The institution now has 6% of the U.S. market and 65% of the public university market in Texas**



SYSTEM MODEL: UNIVERSITY OF TEXAS

University of Texas System Institution	Enrollment
	59,019
	12,052
	9,148

Programs Represented Across System

BAAS in Industrial Technology
 BA in Communication
 BA in Humanities
 BA Poly Sci
 BA in Psychology
 BA in Sociology
 BBA in Management
 BBA in Marketing
 BSIT
 MA Bilingual/ESL Education
 MA Educational Leadership
 MA in Special Ed –Autism and Dev Disabilities
 MA Special Education
 MBA
 MBA-Finance
 MPA
 RN-BSN
 UScholar Program
 Principal Certificate Only Program (PCO)
 School Counseling Cert. Program
 Post Masters - Adult Gerontology Acute
 Post Masters - Adult Gerontology Primary
 EC-6
 BSN
 BSPH
 NE Cert
 DNP
 Post Masters - Family Nurse Prac
 General Courses
 GC - Lamar PA
 GC - Ohio
 GC - Purdue
 MBA
 MBA Finance
 MBA Health Care
 MBA Management
 MSME

MBA Marketing
 MBA in Cyber Security
 MBA in Lean Six Sigma
 MBA Healthcare
 M.Ed. In C & I - Innovative Education
 MED C&I - Literacy
 MED C&I - Math
 MED C&I - Science
 MED Ed Leadership/Policy
 MPA
 MSN – Pediatric Care Nurse Practitioner (Primary/Acute Combo)
 MSN – Adult Gerontology Acute Care Nurse Practitioner
 MSN – Adult Gerontology Primary Care Nurse Practitioner
 MSN – Adult Gerontology Care Nurse Practitioner (Primary/Acute Combo)
 MNE
 MSN
 MSN – Pediatric Acute Care Nurse Practitioner
 MSN – Pediatric Primary Care Nurse Practitioner
 MSN FNP
 Accelerated Online Post Masters Cert - Pediatric Acute Care Nurse Prac
 Accelerated Online Post Masters Cert - Pediatric Primary Care Nurse Prac
 Post-Bac NA Cert
 PMC NA
 Pre-BSN
 RN/BSN-UTA-Pathways
 RN to BSN
 RN to MSN in AG ACNP
 RN to MSN in AG PCNP
 RN to MSN in PNP-AC
 RN to MSN in PNP-PC
 RN to MSN
 RN to MSN-FNP
 RN to BSN M2D
 Super Cert
 UTA Dual Credit
 VBSN
 MSCE

SYSTEM MODEL: LOUISIANA STATE UNIVERSITY

Louisiana State University System Institution	Enrollment
	33,801
	6,375
	4,119



Programs Represented Across System

MBA
 MBA: Data Analytics Concentration
 MBA: Data Analytics Specialization
 MBA: Entrepreneurship and Family Enterprise
 MBA: Entrepreneurship
 MBA - Finance Concentration
 MBA: Finance Specialization
 MBA: Hospitality and Casino Management
 MBA: Hospitality and Casino Management
 MBA: Human Resource Management
 MBA: International Business Concentration
 MBA: International Business Specialization
 MBA: Marketing Concentration
 MBA: Marketing Specialization
 MBA: Project Management Concentration
 MBA: Project Management Specialization
 MBA: HRM
 MEDCI Ed Tech
 MS in Non-Profit Administration
 MS in Non-Profit Development
 AA
 AS
 BAE
 BA in Mass COMM – Journalism
 BA in Mass COMM – Public Relations
 BS in Management and Administration
 BS in Marketing
 BGS – Applied Sciences
 BGS – Humanities
 BGS – Social Sciences
 BS in Finance - Financial services
 BS in General Business Administration
 BS in Management and Administration– HR Mgmt
 BS in Management and Administration – Intl Business
 BS in Marketing – International Business
 MEDCI ESL
 MEDCI General
 MEDCI Reading
 M.Ed. in Ed Leadership
 BSG/Disaster Science and Emergency Management
 BGS/Psychology
 BSBA
 BSCJ
 BS Elder Care Administration
 BS in Medical Laboratory Science
 BS/Psychology
 RN to BSN

HOW DO WE DO IT?

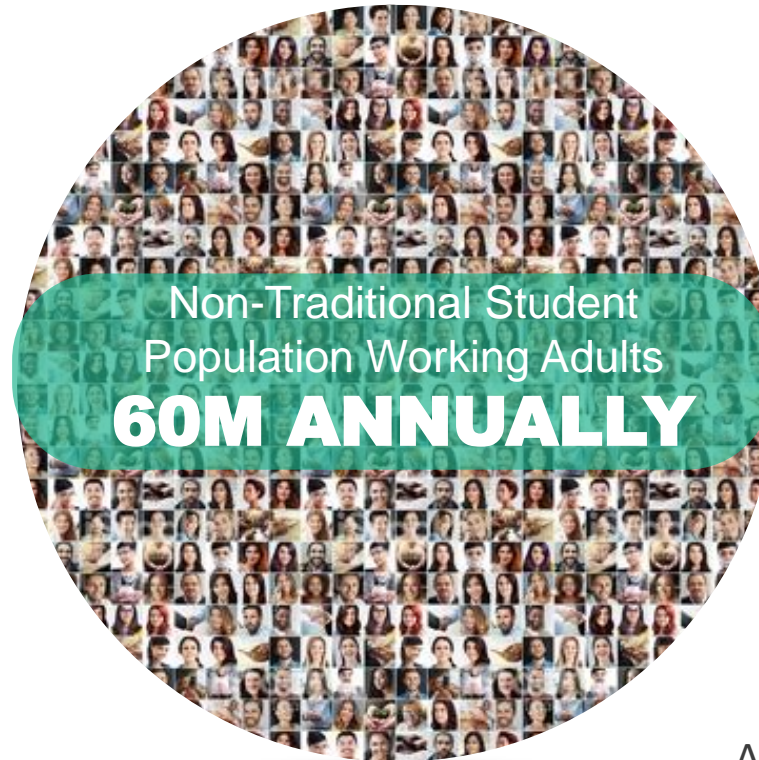
- We know the Student
- We know the Market
- We know the Competitive Online Model
- We have a Repeatable Process

WE KNOW THE ONLINE STUDENT

	 On-Campus Student	 Online Student
Cost	Not as price-sensitive, parents may be funding education	Online students are working full-time and paying for school, cost is most important consideration
Program Duration	Semester-based calendar is standard	Accelerated time to completion is important for career growth
Admission Requirements	Accepted as standard	Would like to be respected as a working professional with valuable career experience
Accessibility	2-3 semester starts per year accepted as standard	Asynchronous, accredited programs with specializations and multiple start opportunities important
Brand	Prestige and campus experience is more important for this audience	Career relevance more important than brand

THE MARKET IS WORKFORCE FOCUSED

Traditional Student Population
High School Graduates



6.3M

K12 Teachers and
Administrators

3.3M

Registered Nurses

24.0M

Business, Finance, and
Operations Managers

26.1M

Employed in other
Professional Occupations

Also another

31.0M

College Dropouts



*Source: Bureau of Labor Statistics, National Center for
Education Statistics, National Student Clearinghouse,
The Henry J. Kaiser Family Foundation*

HOW DO WE EVALUATE THE MARKET?

Evaluating Degree Program Potential



STUDENT DEMAND

- Enrollments
- Degrees Conferred
- Demographics
- Search Activity



LABOR MARKET DEMAND

- Occupations
- Job Openings
- Skill Requirements
- Employers



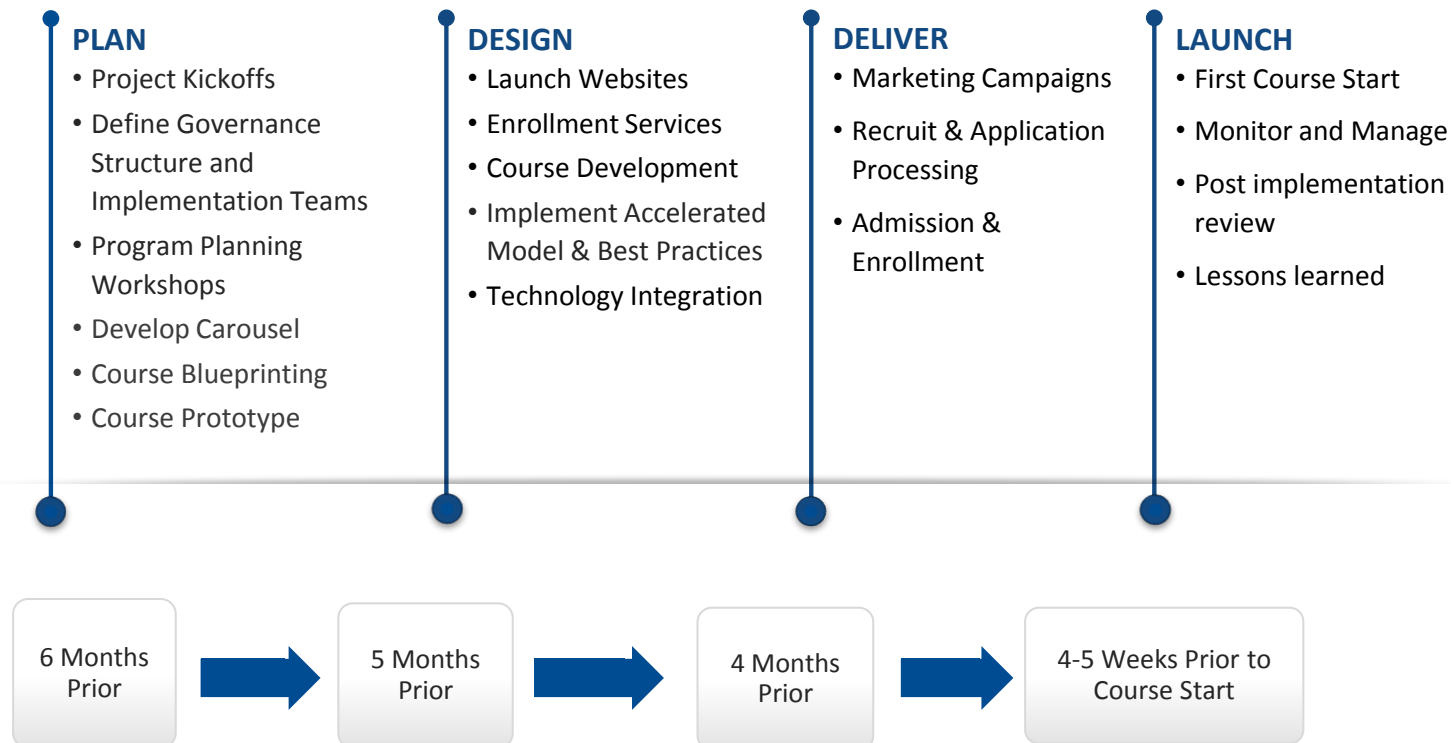
COMPETITIVE LANDSCAPE

- Key Players
- Institutional Equity
- Market Winners/Losers
- Program Features

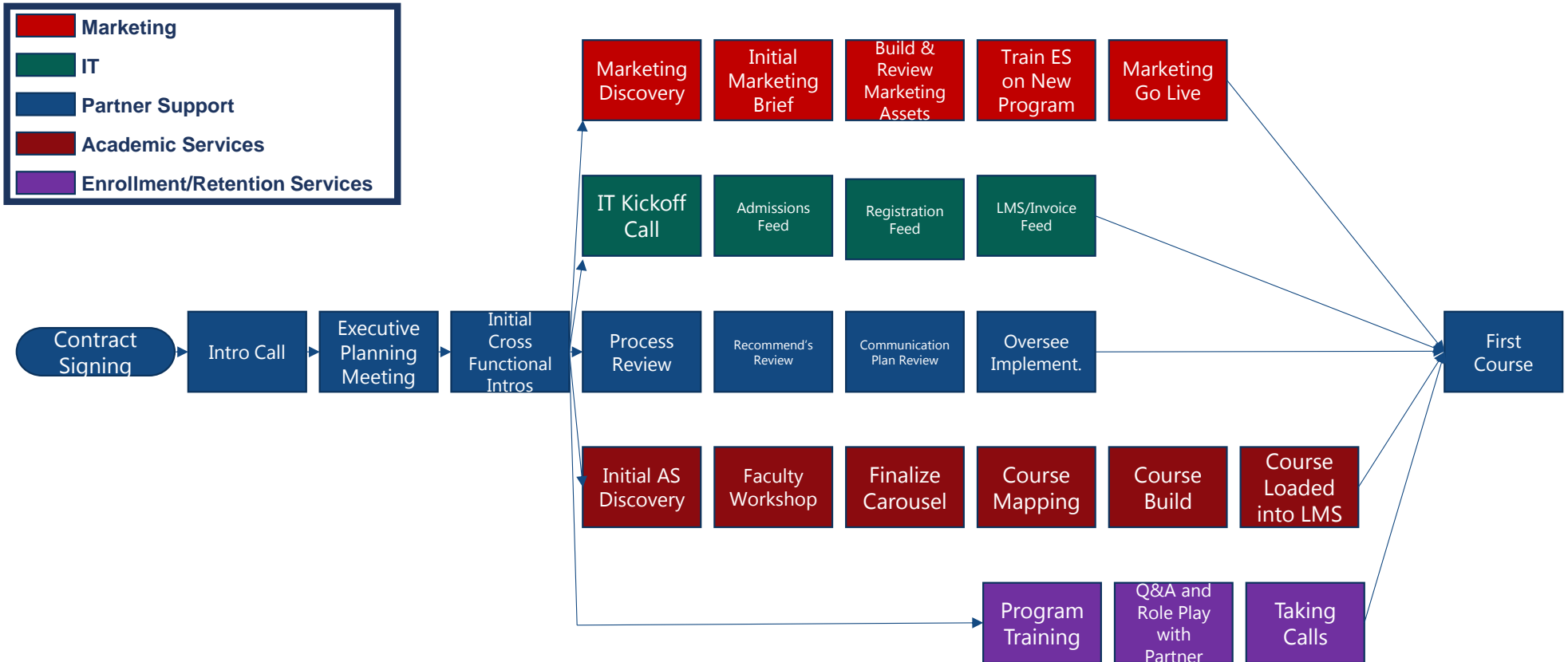
WHAT IS THE COMPETITIVE ONLINE MODEL?

- ✓ 100% online
- ✓ Accelerated course/program design
- ✓ Multiple start dates
- ✓ Competitive program duration
- ✓ Competitive pricing
- ✓ Competitive admission requirements
- ✓ All starts financial aid eligible

PARTNERSHIP IMPLEMENTATION TIMELINE



UMS PROJECT WORK STREAMS





Fall 2018 Enrollment Report:

Enrollment, Revenue and Budget and a Campus Highlight

Jonathan Henry

VP for Enrollment
and Marketing, UMA

Ryan Low

Vice Chancellor for
Administration and Finance

Rosa Redonnett

Chief Student
Affairs Officer

November 19, 2018

Fall 2018 Enrollment Report

2

OUR GOALS TODAY

- High level, brief enrollment overview of those factors that most impact enrollment, revenue and budget
- Discussion of how enrollment projections and planning factor into the overall budget
- High level view of how Fall 2018 enrollment translates from a revenue perspective
- Highlights from UMA

Fall 2018 Enrollment Report

3

Background and Context

What are the primary enrollment factors that impact budget?

Credit hours (translate into revenue)

Mix of:

- Undergraduate, Graduate
- In state, Out of State/International
- Full time, part time
- Incoming/new students, transfers
- Continuing students (retention to completion)

Headcount (translate into expense)

- Commuter, residential
- Full time, part time
- Service, support required for all students regardless of status



Fall 2018 Enrollment Report

4

Overview

2.5%
↑
Headcount

1.0%
↑
FTE

0.9%
↑
Credit Hours

- Driven by increases predominantly at UMA, UMPI and USM
- Declines at UMF and UMM

Positive Impactors

- Increase in baccalaureate level non-degree (13.8%),
- increase in graduate degree (+4.3%) and
- out of state (+6.6%; 4134 credit hours)

Associate degree increased slightly (0.9%) but still down 45% over last five years

Early College/dual enrollment credit hours grew 25.7%

Fall 2018 Enrollment Report

5

Overview

Credit Hours

Five Campuses
show Increase



UM
UMA
UMFK

UMPI
USM



Largest decline was UMF (-5.3%)
UMM continued to decline (-5.1%)

- **In-State Credit Hour Enrollment** – increases at UMA, UMPI, USM
- **Out-of-State Headcount:** +6.2%, credit hour +6.6%
- **Full time credit hours grew** 0.1% (UMA , USM),
- **Part time credit hours increased** 4.6% (early college impact)
- **Incoming class** declined (0.4%) although first time students increased (1.0%) – UMA, UMFK, UMM and USM

Fall 2018 Enrollment Report

6

Bright Spots

- Five campuses saw increases - **UM, UMA, UMFK, UMPI** and **USM**
- Out of state enrollment continues to improve
- **UMA, UMPI** and **USM** saw increases in overall in-state enrollment from the credit hour perspective; **UMA, UMFK, UMPI** and **USM** saw increases from the headcount perspective
- First time first year incoming class grew 1%; in-state full and part time first time incoming increased 5.7%
- Graduate degree enrollment increased for the third year in a row



Fall 2018 Enrollment Report

7

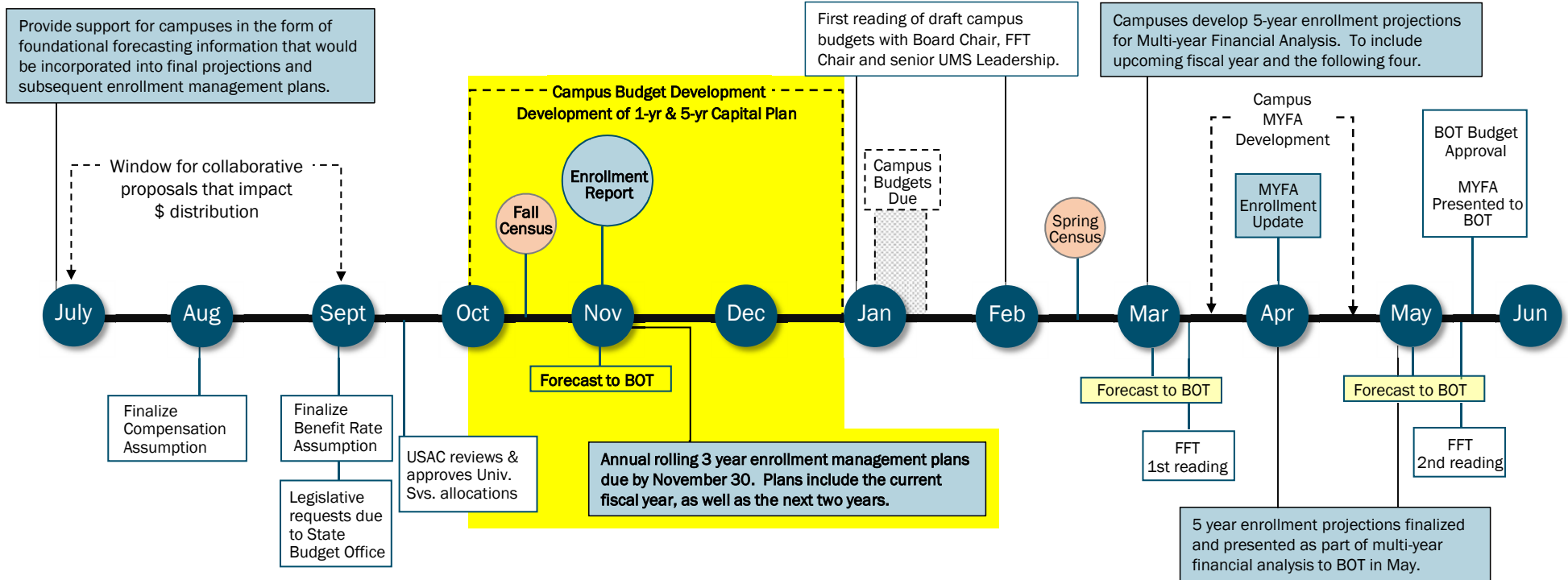
How does this translate from a
revenue and budget perspective?

Unified Budget Timeline

8



■ Enrollment ■ Forecast ■ Census ■ Budget



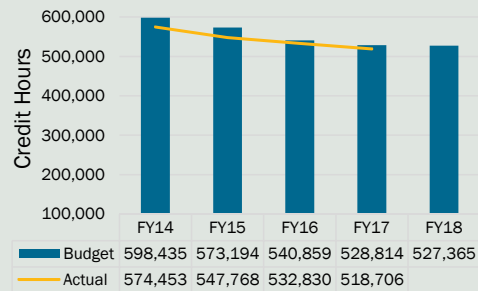
BOT – Board of Trustees
 FFT – Finance, Facilities & Technology
 MYFA – Multi-Year Financial Analysis
 USAC – University Services Advisory Council

Spring 2018

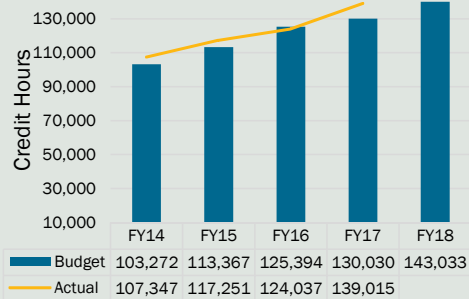
UMS Total Enrollment

9

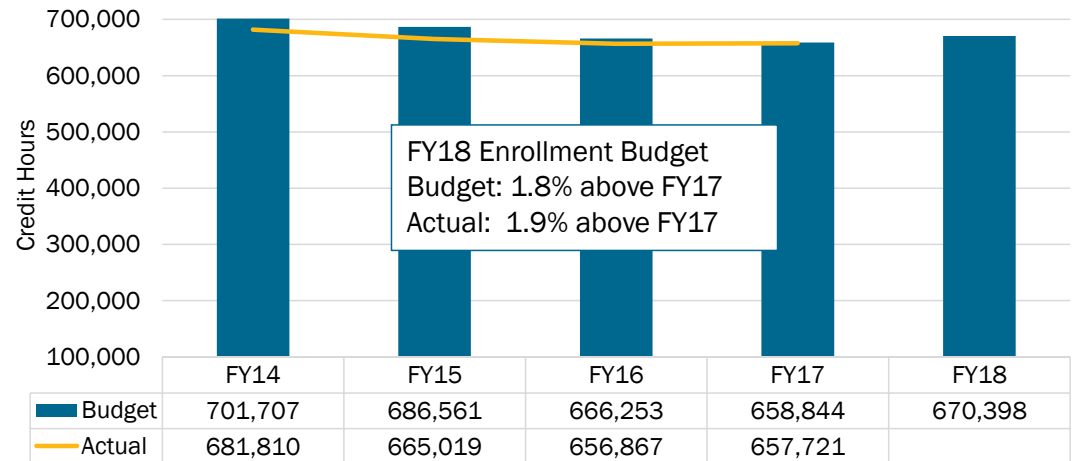
In-State



Out-of-State



UMS Total Credit Hour Enrollment

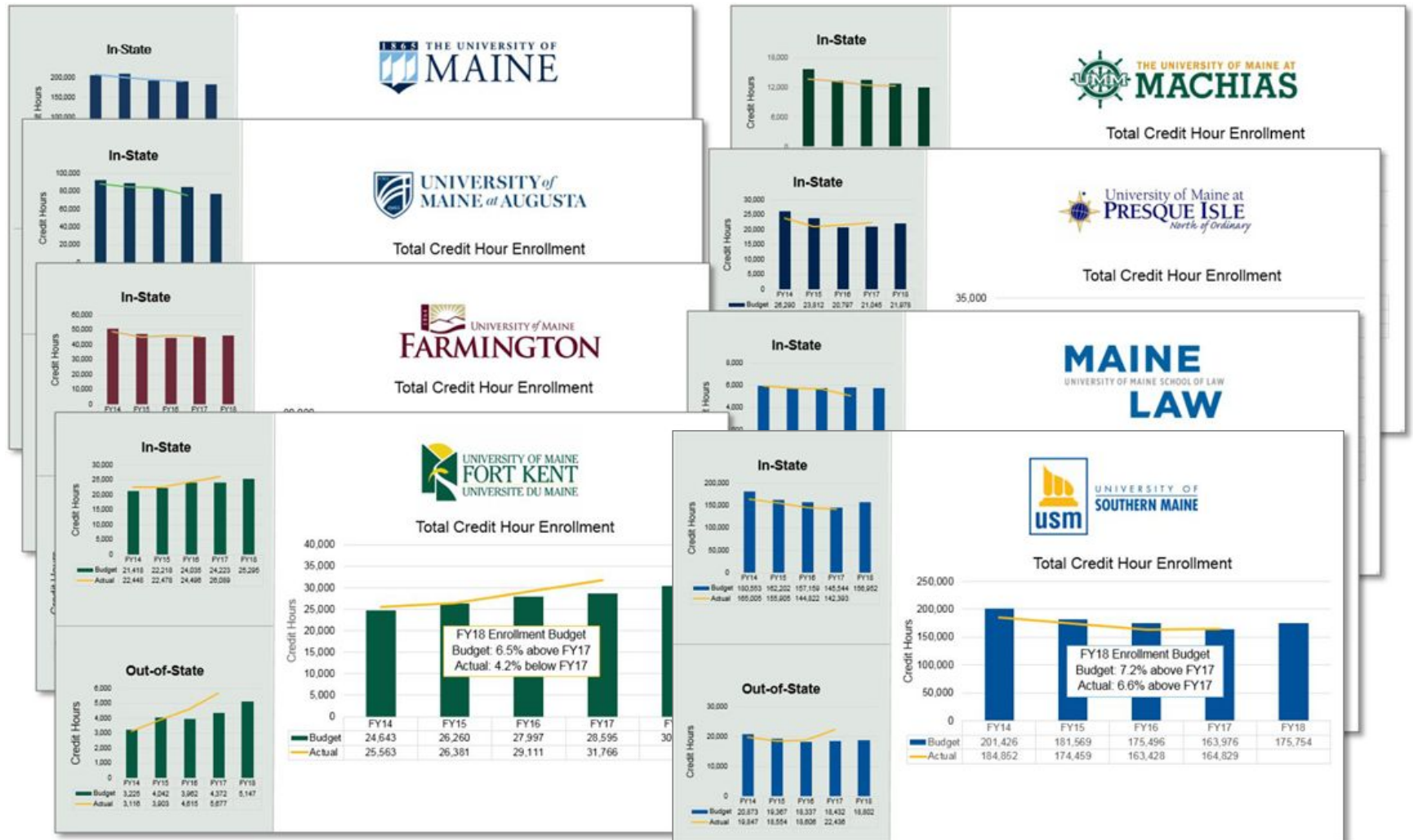


Major factors impacting enrollment:

- FY18 credit hours are up 1.9% over FY17 actual credit hours.
- FY18 out-of-state budgeted credit hours are up 33% since FY14 actuals and represent 21% of the total credit hours.
- Maine public high school graduates will decline to approximately 12,000 through 2030.
- Approximately 54% of Maine high school students enroll in college; UMS share historically is 30-33% (or 18% of an entire graduating class).

All Campuses

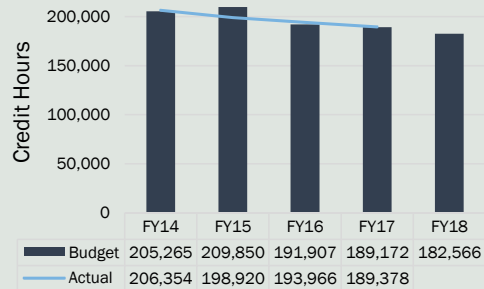
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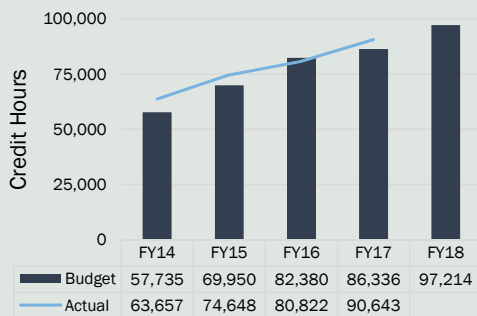
UMaine Credit Hour Enrollment

11

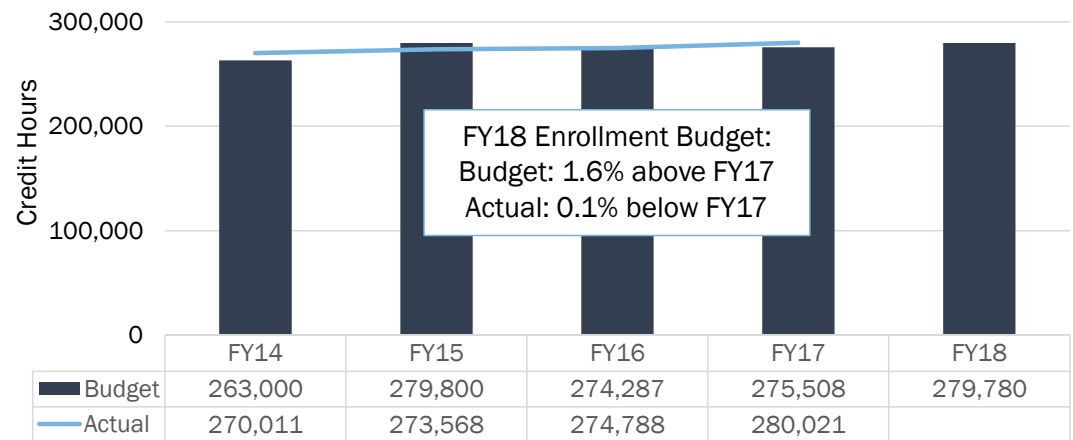
In-State



Out-of-State

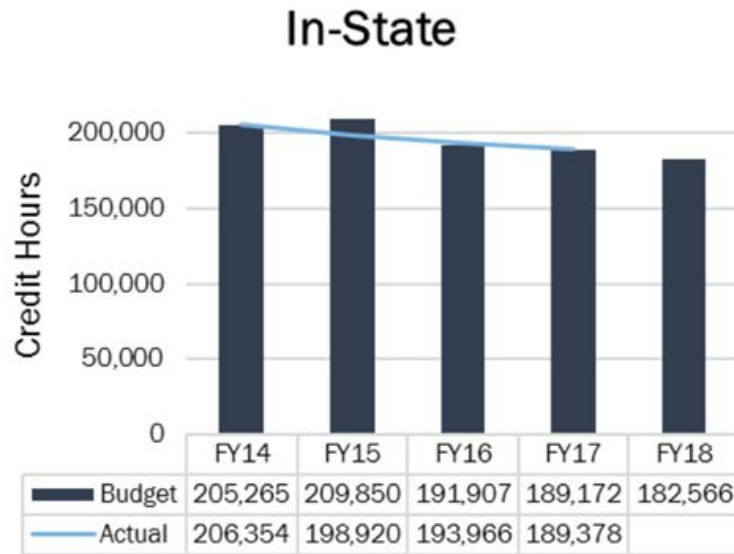


Total Credit Hour Enrollment

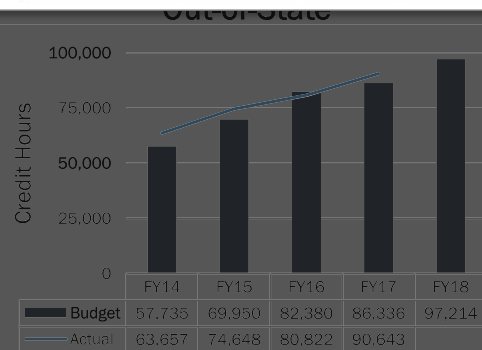
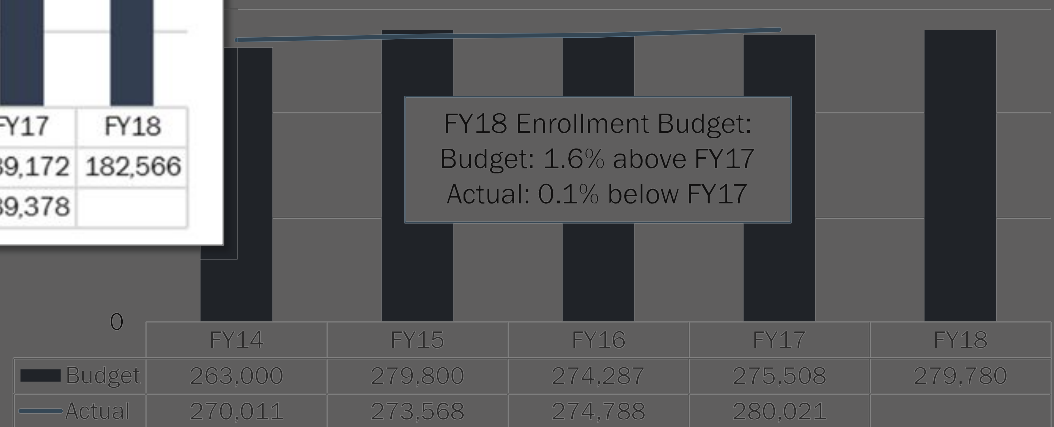


UMaine Credit Hour Enrollment

12



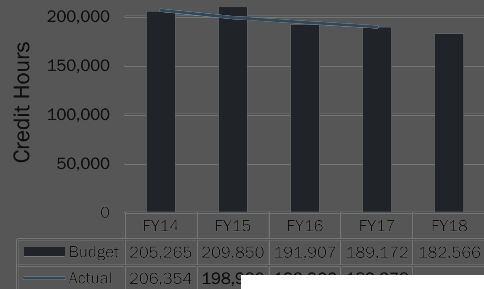
Total Credit Hour Enrollment



UMaine Credit Hour Enrollment

13

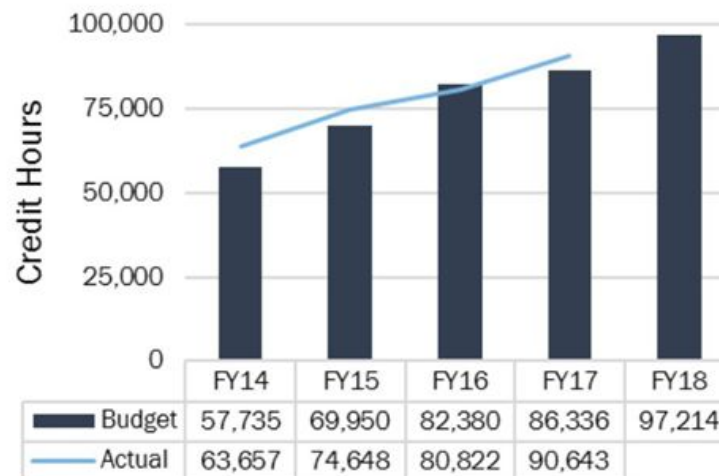
In-State



Total Credit Hour Enrollment

300,000

Out-of-State



8 Enrollment Budget:
get: 1.6% above FY17
ual: 0.1% below FY17

	FY16	FY17	FY18
	274,287	275,508	279,780
	274,788	280,021	

Budget vs Actual 10/31/18

14

UNIVERSITY OF MAINE SYSTEM										
STATUS 3 REPORT BUDGET VERSUS ACTUAL										
TOTAL										
10/31/18										
				BASE	CURRENT	CURRENT BUDGET VARIANCE		BASE BUDGET VARIANCE		
				BUDGET	BUDGET	YTD ACTUAL	\$	%	\$	%
Revenues										
40100	Fall Resident Tuition		1,800,000	1,800,000	1,617,757.50	(182,242.50)	(182,242.50)			
40101	Fall Resident UG Tuition		54,470,106	54,566,683	48,585,843.25	(5,980,839.75)	(5,980,839.75)			
40102	Fall Resident Grad Tuition		5,991,921	5,991,921	5,551,507.23	(440,413.77)	(440,413.77)			
40103	Fall Resident Law Tuition		2,057,990	2,057,990	1,902,080.00	(155,910.00)	(155,910.00)			
40104	Fall Res UG Internet Tuition		3,851,000	3,851,000	7,620,996.25	3,769,996.25	3,769,996.25			
40105	Fall Res Grad Internet Tuition		955,167	955,167	1,391,329.50	436,162.50	436,162.50			
40106	Fall Res UG Intl Exch Tuition		28,983	28,983	83,202.00	54,219.00	54,219.00			
40109	Fall Internet - NR at Res U		0	0	16,780.50	16,780.50	16,780.50			
40110	Fall ITV Res Tuition		0	0	0.00	0.00	0.00			
40120	Fall ITV Res UG Tuition		601,000	601,000	1,112,996.75	511,996.75	511,996.75			
40121	Fall ITV Res UG Tuition - L		0	0	683,287.50	683,287.50	683,287.50			
40126	Fall ITV Res UG Tuition - L		20,000	20,000	26,016.00	6,016.00	6,016.00			
40130	Fall ITV Res Grad Tuition		5,500	5,500	55,041.00	49,541.00	49,541.00			
40136	Fall ITV Res Grad Tuition L		22,000	22,000	10,378.50	(11,621.50)	(11,621.50)			
40150	Fall CBE Tuition		296,000	296,000	228,000.00	(68,000.00)	(68,000.00)			
40200	Fall Non-Res Tuition		3,885,000	3,885,000	3,480,369.50	(404,630.50)	(404,630.50)			
40201	Fall Non-Res Undergrad Tuition		47,202,280	47,202,280	46,334,616.75	(867,663.25)	(867,663.25)			
40202	Fall Non-Resident Grad Tuition		4,895,040	4,895,040	4,780,298.00	(114,742.00)	(114,742.00)			
40203	Fall Non-Resident Law Tuition		914,064	914,064	1,219,366.00	305,302.00	305,302.00			
40204	Fall NR UG Internet Tuition		883,502	883,502	1,614,757.50	731,255.50	731,255.50			
40205	Fall NR Grad Internet Tuition		102,700	102,700	356,128.00	253,428.00	253,428.00			
40220	Fall ITV NR UG Tuition		104,000	104,000	79,001.00	(24,999.00)	(24,999.00)			
40221	Fall ITV NR UG Tuition UN		0	0	11,844.00	11,844.00	11,844.00			
40226	Fall ITV NR UG Tuition US		0	0	4,278.00	4,278.00	4,278.00			
40230	Fall ITV NR Grad Tuition		0	0	19,800.00	19,800.00	19,800.00			
40236	Fall ITV NR Grad Tuition U		0	0	6,600.00	6,600.00	6,600.00			
40250	Fall NEBHE Tuition		0	0	0.00	0.00	0.00			

Gross Tuition Only

15

	Budget	Actual	Variance	
			\$	%
UM	\$ 74,707,405	\$ 74,966,455	\$ 259,050	0.3%
UMA	7,997,438	8,203,774	206,336	2.6%
UMF	9,126,652	8,482,137	(644,516)	-7.1%
UMFK	4,114,204	3,721,892	(392,313)	-9.5%
UMM	2,047,722	1,707,221	(340,502)	-16.6%
UMPI	3,983,360	3,494,422	(488,938)	-12.3%
USM	31,907,230	31,636,452	(270,778)	-0.8%
TOTAL	\$ 133,884,011	\$ 132,212,352	\$ (1,671,659)	-1.2%

15

Gross Tuition Only

16

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16

Fall 2018 Enrollment Report

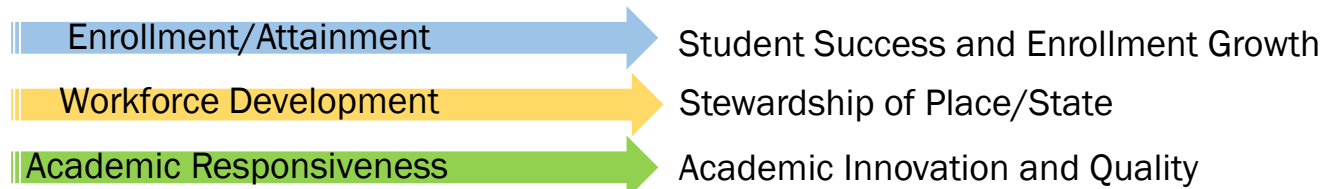
17

Highlights from



Executing an Enrollment Turnaround

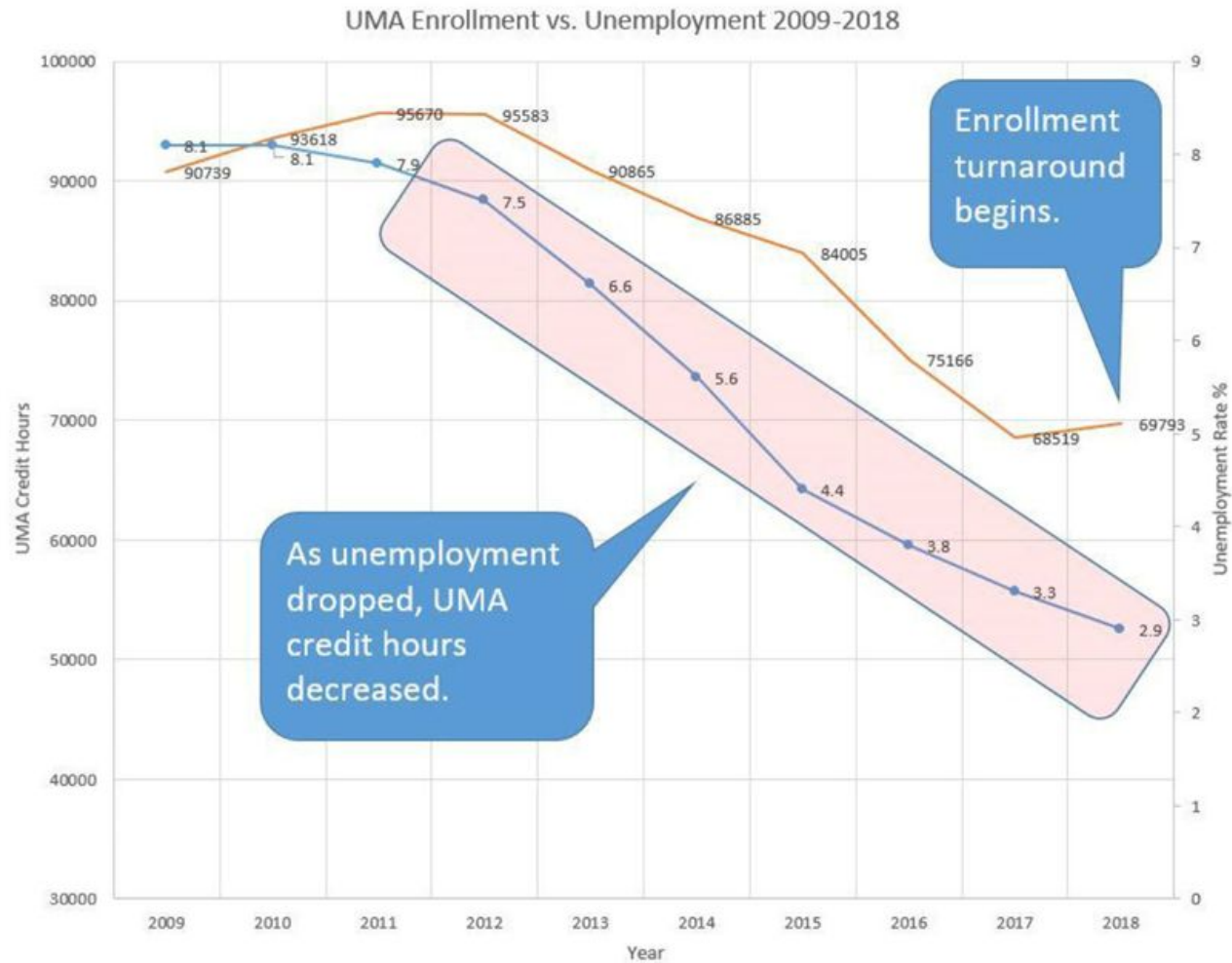
- a. Vision 2.0 - Regrounding our mission and vision
- b. Sharpened focus on mission:
UMA transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and on-site education, excellence in student support, civic engagement, and professional and liberal arts programs.
- c. Aligning UMA 's Plan with UMS Key 3 Goals:



- d. Complete integration of University College as UMA Centers across the state
- e. Updated and revised brand – website, marketing, logo marks, messages

UMA's Relationship with Maine's Economic Health

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Positioning Key Leadership and Resources



- Vice President of Enrollment Management and Marketing
- Dean of Admission
- Directors of Enrollment Marketing, and Communications and Planning
- Institutional Research – data analytics, dashboards, reports



UMA

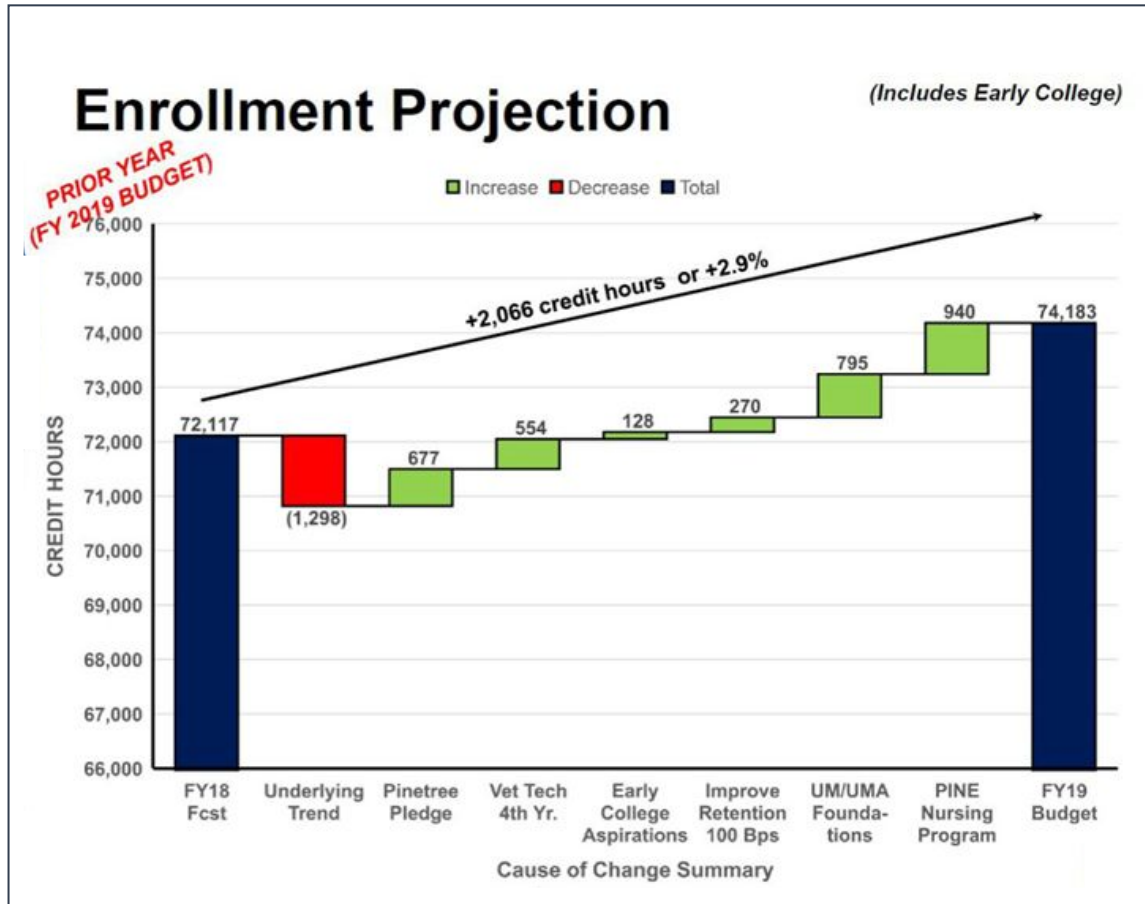
Recruitment – Back to the Basics

- Dean of Admissions – hyper-focused on aggressive recruitment tactics
- Comprehensive segmented, multi-channel communications plan
 - ✓ SignalVine text messaging, personalized emails, digital web ads, et al.
- Fast response and turnaround to inquirers and applicants
- Re-positioned Admissions staff – more recruitment, lean processing
- Additional recruiter based at UMA
Saco Center - \$75,000 UMS enrollment grant



UMA - Diverse Enrollment Streams

22



- Leveraging multiple segments; growing aggregate credit hour generation
- UMA recruits 17 to 47-year old (and up!) students – full spectrum of partners for recruitment
- Expanding traditional-aged recruitment via partnerships
 - Early College
 - UM Foundations
 - Maine Engineering Pathways Program

UMA - Financial Aid Strategy

23



Pine Tree State
Pledge – first-
year and
transfer
students

Merit
Scholarships
awarded at
time of
admission

Adult Degree
Completion
Scholarships –
reducing
borrowing

Closing the gap
on small past-
due balances –
buying out
small balances

Retention Commitment

- EAB – Navigate app for students; dashboard for advisors
- ONSO – Online New Student Orientation – increased participation by 236%
- New advising model – co-advising with professional staff advisor and faculty
- Intrusive outreach by academic program coordinators to facilitate re-registration



UMA's Five Core Values in Vision 2.0

1. Responsive and student-centered
2. Nimble
3. Adaptable
4. Collaborative
5. Accessible



“Adult learners are the future for Maine. We cannot hit the 60% credential of value goal by 2025 without them.” Chancellor Page, UMA Town Hall

UMA is proudly positioned to remain at the front lines of this adult, workforce-based effort in Maine

This is only Act I

- FY 20 new enrollment opportunities – including pilot student housing project
- Maturity of tools and revised UMA brand that support recruitment and retention
- Increased workforce focus via Maine Adult Promise, Academic Programs of the Future





Questions



Maine Center Ventures

Update to the Board of Trustees

11-19-2018

The Maine Center: Vision

► Vision

The Maine Center, a consortium of academic, research, and professional programs, is known as a hub of academic excellence and innovation and a catalyst for economic growth. Building on the success of the participating institutions, the Maine Center creates an environment that fosters collaboration, entrepreneurship and global educational and research exchange. The Center provides innovative and compelling graduate experiences, helping to attract and retain the best talent to Maine. The Maine Center is a highly valued asset because of its ability to prepare leaders with the skills and experience employers in business, government, and non-profit sectors need to grow and thrive.



Maine Center Ventures Update

- ▶ Primary Work Streams
- ▶ Progress to date



MCV: Primary Work Streams

- ▶ 3 Key Areas of Focus:
 - ▶ **Executive Education**
 - ▶ Create a responsive program that:
 - ▶ meets the needs of local employers
 - ▶ leverages the strengths of existing competencies in the UMS
 - ▶ **Incubator/Accelerator**
 - ▶ Support entrepreneurial efforts in the community and on campus through:
 - ▶ student involvement
 - ▶ supportive space
 - ▶ faculty consulting
 - ▶ **The Maine Center - Programming and Facilities**
 - ▶ Supporting the development of interdisciplinary curriculum:
 - ▶ Maine Law, MBA and Muskie/Cutler
 - ▶ Evaluating facilities for collaborative space



MCV: Progress to Date

- ▶ Employer Community Engagement
- ▶ Program Development
- ▶ Building Research and Specifications
- ▶ Marketing and Communication
- ▶ Incubator Accelerator



MCV: Progress to Date

► Employer Community Engagement

- 6 sessions with 33 organizations represented and 55 individual attendees across the following topics:
 - Digital Platforms
 - Human Capital Management: Talent Acquisition and Retention
 - Human Capital Management: Skill Building
 - Marketing and Communications
 - Healthcare: Risk Management and Process Improvement
 - Professional Development

MCV: Progress to Date

► Employer Community Engagement

► Key Themes:

► *Workforce Development*

- Talent needs
- Pipeline development
- Upskilling for career advancement

► *Data Management and Analytics*

- Data Mining/Business Analysis
- Data Privacy/Info Security
- Predictive/Marketing Analytics

► *Building Organizational Competencies*

- Compliance/Risk Management
- Driving Change/Innovation
- Procurement/Contracts
- Information Privacy
- Governance
- Process Improvement



MCV: Progress to Date

► Program Development

► *Short Term Executive Ed:*

- **Compliance** Certificate (Law School) - recurring
- **Information Privacy** Summer Institute (Law School) - recurring
- **Arctic Futures** Summer Institute (Law School, Climate Institute) - recurring
- **Leadership:** Peer to Leader Transition Workshop (GSB) - December 5th
- **Innovation:** Design Thinking Workshop (USM Business) - 3 sessions beginning mid- January
- **Analytics:** Data Analytics for Managers (USM Business - 1.5 day short course - Spring 19
Data Analytics for Technical Staff (USM Business) - 2 day short course - Spring 19

► *Longer Term:*

- Potential MBA concentrations being evaluated
- Potential Degree Collaborations being evaluated
- Potential Additional Masters Degrees
 - Master of Science in Accounting
 - Master of Science in Business Analytics
 - Master of Science in Law



MCV: Progress to Date

- ▶ Building Research and Specifications
 - ▶ Key Stakeholders interviewed
 - ▶ Programming needs reevaluated
 - ▶ Schedule for construction in evaluation
 - ▶ Renderings in progress

MCV: Progress to Date

- ▶ Marketing and Communication
 - ▶ Clear opportunities identified in employer meetings:
 - ▶ Entry points to University System are unclear
 - ▶ Awareness of programming and resources is low
 - ▶ MCV as a convener of community stakeholders has perceived value
 - ▶ RFP for Branding/Marketing in process:
 - ▶ Proposals received 11/14
 - ▶ Award of contract planned for week of 11/26



MCV: Progress to Date

► Incubator/Accelerator

- Negotiations underway for partnerships to leverage space and programming:
 - New England Ocean Cluster
 - Maine Center for Entrepreneurs
- Continuation of MBA practicum with Portland based startups
- Pilot of partnership with Maine Medical Center's Innovation Cohort:
 - MRTEC and Law School





Potential Program Priorities in Selected Emerging Areas

*University of Maine System Board of Trustees
Portland, November 19, 2018*

Glenn Cummings, University of Southern Maine
Joan Ferrini-Mundy, University of Maine



Context

Testing the feasibility of partnering within UMS to develop academically relevant programming that addresses emerging needs and opportunities:

- a mini-case study catalyzed by preliminary discussion about emerging opportunities in data science and health

On each campus:

- Convened small groups of expert faculty leaders (Electrical and Computer Engineering, Computing and Information Science, Biomedical Engineering, Computer Science, Biology, Mathematics, Environmental Science, Nursing, and Business)
- Explained the general opportunities in data and health
- Invited faculty ideas about:
 - New program directions
 - What we have in place that could serve as a foundation



What happened?

They identified emerging scientific areas for new or enhanced programming:

- data science for medical and health care applications
- diagnostic medicine/radiomics
- digital biomedical science
- biomedical research focused on cognitive impairment
- biomedical science and engineering
- applied bio-medical and health focus

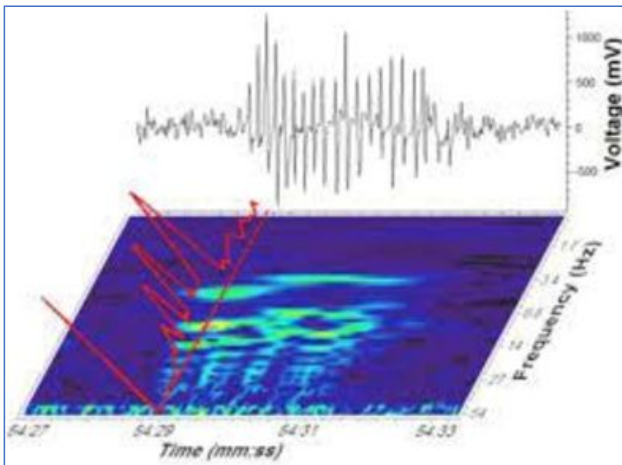




What happened?

They identified existing programs and resources that can be a base:

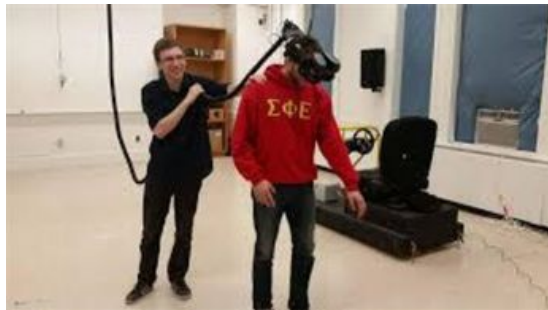
- CompuMaine (UMaine, EMMC, MMC)
- WiSeNet (UMaine)
- Graduate School of Biomedical Science and Engineering (UMaine, USM, UNE, MMCRI, JAX, MDI Biological Laboratory)
- Mike Dubyak Center for Digital Science and Innovation (USM)



What happened?

They identified existing centers to promote innovation in learning and programs:

- CI2 Concept Research Lab (USM)
- Center for Innovation in Teaching and Learning (UMaine)
- Virtual Environment and Multimodal Interaction (VEMI) Laboratory (UMaine)



Our Conclusions

- Faculty are engaged and excited
- UMaine and USM together have a strong set of core academic strengths and multiple bachelors and masters programs
- All of the suggestions are interdisciplinary
- New approaches to learning and teaching are needed to engage students effectively in these interdisciplinary areas

We will continue to support the development of these program ideas.