

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

at the University of Maine System  
Wells Conference Center, Orono  
July 17, 2017

**Board of Trustees Meeting**

**Present:** James Erwin, Chair; Karl Turner, Vice Chair; Samuel Collins, Jason Coombs, James Donnelly, Lisa Eames, Norman Fournier, Mark Gardner, Michelle Hood, Gregory Johnson, Kelly Martin, Shawn Moody, and Theresa Sutton. **Chancellor:** James Page. **Faculty Representatives:** Ray Albert, Uriah Anderson, Patti Miles, and Elizabeth Turesky. **Student Representatives:** Keith Arvanitis, Duane Belanger, Samuel Borer, Issac Michaud, Jay Knowlton and Dylan Reynolds. **University Presidents:** Kathryn Foster, Susan Hunter, John Short, and Rebecca Wyke. **System Staff:** Tracy Bigney, Lynda Dec, Ellen Doughty, Dan Demeritt, Tracy Elliott, Carol Kim, Ryan Low, Robert Neely, Rosa Redonnett, Mark Schmelz, James Thelen, Richard Thompson, and Miriam White. **Others:** Nancy Griffin (Representing President Glenn Cummings), Sue Huseman, and Ben Shaw (Representing President Ray Rice).

**Absent:** Robert Hasson.

**EXECUTIVE SESSION**

On a motion by Trustee Gardner, which was seconded by Trustee Collins, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties.
- 1 MRSA Section 405 6-C to discuss the conditions, acquisition or disposition of real property or economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS

On a motion by Trustee Hood, which was seconded by Trustee Fournier, the Board of Trustees concluded the Executive Session.

Trustee Erwin, Chair, called the meeting to order and began by apologizing on behalf of the Board of Trustees for the late meeting start as well as the last minute changes to the meeting agenda.

**CITIZEN COMMENT**

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

Harold Daniels – Maine Center for Graduate Professional Studies  
Nory Jones – Maine Center for Graduate Professional Studies  
Patti Collett Miles – Maine Center for Graduate Professional Studies  
Grant Miles – Maine Center for Graduate Professional Studies  
Jim McClymer – Mission Differentiation

**CHANCELLOR'S REPORT**

Chancellor James Page explained that due to needing to be present in Augusta for appropriations, he would need to leave the Board of Trustees meeting earlier than initially planned and therefore would need to forgo his typical remarks. Chancellor Page asked that Mr. Jim Thelen, General Counsel and Chief of Staff, work through three agenda items on his behalf: a legislative update, the report on political impartiality, and also an introduction for the Strategic Resource Allocation Plan report.

Chancellor Page remarked that the newly appointed Presidents are all in their new assignments and he thanked everyone for making this a smooth transition. Chancellor Page thanked Mr. Dick Thompson, Chief Information Officer, for his many years of dedication and senior leadership to the University of Maine System. Chancellor Page also thanked Dr. Sue Huseman, Former President of the University of Maine at Machias, for her contribution and leadership during the historic evolution of the University of Maine at Machias.

**State Budget & Legislative Update.** Mr. James Thelen, General Counsel and Chief of Staff, and Mr. Ryan Low, Vice Chancellor for Finance and Administration & Treasurer, provided a brief update on the State budget and legislative activities. Mr. Thelen thanked everyone for key efforts made by individual Board members, particular Board of Visitors members and University of Maine System staff.

**Political Impartiality.** Mr. Thelen explained that the Committee charged with reviewing the University of Maine System policies and practices in regards to political impartiality is continuing its work on defining and determining the need of the System and anticipates additional details to be available at the September Board of Trustees meeting. The Committee is made up of Trustee James Erwin, Trustee Gregory Johnson, Chancellor James Page, President Glenn Cummings, President Kate Foster and Mr. James Thelen.

### **ACCEPTANCE OF MINUTES**

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

- May 16, 2017 - Academic & Student Affairs Committee Meeting
- May 21-22, 2017 - Board of Trustees Meeting
- June 8, 2017 - Executive Committee Meeting
- June 12, 2017 - Audit Committee Meeting
- June 20, 2017 - Human Resources & Labor Relations Committee Meeting
- June 30, 2017 - Finance, Facilities & Technology Committee

### **CHAIR'S REPORT**

Trustee James Erwin thanked the Board of Trustees for taking him on as Chair, he noted that the Board has significant challenges but that he is confident that the Board will rise to meet them.

Trustee Erwin recognized Trustee Sam Collins and Trustee Gregory Johnson, former Chair and Vice Chair of the Board of Trustees, for their leadership, dedication and time investment while serving as Chair and Vice Chair.

**Resolution for Sue Ann Huseman.** On a motion by Trustee Collins, which was seconded by Trustee Sutton, the Board of Trustees approved the following resolution for Sue Ann Huseman:

Whereas, Dr. Sue Ann Huseman has served the University of Maine System with distinction in roles at the University of Maine at Farmington, the University of Maine at Machias, the University of Maine, and the UMS System Office;

Whereas, throughout her career she has been a passionate force for public higher education, rural and first generation students and their communities, excellence in teaching, diversity, and inclusion;

Whereas, Dr. Huseman began her UMS career as Vice-President for Academic Affairs and Provost at the University of Maine at Farmington in 1989, and then served as Acting President from 1992 to 1994. Dr. Huseman returned to Maine as Vice Chancellor for Academic and Student Affairs in 1997 and served as Special Assistant to the Chancellor, Program Consultant to the UMaine Department of Modern Languages and Classics, and Director of the UMaine Center for Teaching Excellence from 2001 to 2003;

Whereas, Dr. Huseman was Acting President of the University of Maine at Machias from 2003 to 2005 and then in 2016 agreed to return as President to take a leadership role in the unprecedented work of reorganizing and positioning a threatened university for long term success within the University System;

Whereas, Dr. Huseman has been a fierce advocate for UMM and has worked tirelessly. Under her stewardship, the institution sharpened its focus and refined and articulated the vision for the Primary Partnership in collaboration with leadership at UMaine;

Whereas, she has generated immense good will in the community on behalf of UMM, cultivating a healthy network of community supporters and advocates, and has worked intensively with the Board of Visitors to share the vision for the Primary Partnership. She successfully shepherded UMM to an excellent place for implementing a partnership that will serve both institutions and their students well;

Be it known to all that we, the University of Maine System Board of Trustees, offer our most sincere gratitude, thanks, and best wishes to Dr. Sue Ann Huseman for her outstanding contributions to the quality of higher education in Maine.

Approved on the 17<sup>th</sup> day of July, 2017, by the University of Maine System Board of Trustees, acting as stewards of Maine's public universities and their nearly 30,000 students, 4,500 employees and more than 200,000 living alumni.

**Resolution for Dick Thompson.** On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees approved the following resolution for Dick Thompson:

Whereas, Richard (Dick) B. Thompson, Jr. joined the University of Maine System Executive Team on April 1, 2011 as the Chief Information Officer;

Whereas, he is an outstanding public servant to the people and the State of Maine;

Whereas, prior to his service with the University of Maine System he served as the Chief Information Officer for the State of Maine where he streamlined the structure and operation of Information Technology services for State government. Dick served State government for 34 years, including over twelve years as the State's Director of Procurement;

Whereas, in March 2010, Government Technology Magazine selected Dick as one of the Top 25 Doers, Dreamers and Drivers in the U.S. for his accomplishments in delivering technology and government services to the citizens of Maine;

Whereas, through transformational leadership as the University of Maine System's Chief Information Officer, Dick united eight separate Information Technology units into one, transformed Information Technology to be service oriented, and aligned Information Technology to the Board of Trustees' strategic goals;

Whereas, Dick led a significant investment in wireless and classroom technology infrastructure on all campuses and modeled how to gain significant structural reductions in budget for non-academic components of the System;

Whereas, Dick encouraged opening doors to digital information and related services through: chairmanship of the ConnectME Authority, close work with and support for the Maine InfoNet, support and advocacy for the Maine School and Library Network, and support and advocacy for the MaineREN Regional Education Network serving Maine's research and higher education communities;

Whereas, we will miss Dick's cheerful willingness to engage, forthright manner, rectitude and integrity in his dealings with others, ability to problem-solve, amicable and empathetic nature and unfailing dedication to the University of Maine System;

Whereas, Dick Thompson will retire from the University of Maine System on August 31, 2017;

Now, therefore, be it known to all that we, the University of Maine System Board of Trustees, offer our most sincere gratitude, thanks, and best wishes to Mr. Richard B. Thompson, Jr. for his outstanding contributions to the quality of higher education in Maine.

Approved on the 17th day of July 2017, by the University of Maine System Board of Trustees, acting as stewards of Maine's public universities and their nearly 30,000 students, 4,500 employees and more than 200,000 living alumni.

**Appointment of Standing Committees.** Chair Erwin reviewed the following appointments of Committee Chairs:

Academic & Student Affairs Committee: Trustee Gregory Johnson

Audit Committee: Trustee Michelle Hood

Executive Committee: Trustee James Erwin

Finance, Facilities & Technology Committee: Trustee Norman Fournier with Trustee Karl Turner taking over as Chair in January of 2018

Human Resources & Labor Relations Committee: Trustee James Erwin

Investment Committee: Trustee Kelly Martin with Trustee Karl Turner as Co-Chair until December 2017

Committee membership will be posted on the Board of Trustees website.

**Establishment of a Task Force on Risk Oversight and Board Governance.** Board Chair James Erwin recommended the establishment of a Task Force on Risk Oversight and Board Governance to review System current practice and recognized best national practices with respect to risk oversight, board development and board governance, and to report to the Board no later than the November 2017 Board meeting its findings and recommendations with respect to any changes it recommends to current practice concerning these Board responsibilities.

If the Task Force finds it necessary to do so to accomplish its charge, it may engage in privileged communications with General Counsel, including in Executive Session as part of future public meetings of the Board, pursuant to the provisions of 1 M.R.S.A. § 405.

The Board requests that the Task Force provide a brief written summary of its key findings and recommendations. The Task Force will be primarily supported by University System General Counsel and the Clerk of the Board, with such additional staff support as the members may find necessary.

## **VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION & TREASURER'S REPORT**

Mr. Ryan Low, Vice Chancellor for Finance and Administration & Treasurer, started by thanking everyone for his recent appointment as Vice Chancellor for Finance and Administration.

**Financial Update.** Mr. Ryan Low provided the following financial update:

**Managed Investment Pool (including Endowment Fund).** The Managed Investment Pool (MIP), with a market value of \$295 million, returned 1.4% for the month of May and 11.1% for the fiscal year to date. Changes in market value besides market fluctuation include: participant contributions and distributions including the UMS contributions to the OPEB Trust, the Maine Maritime Academy's participation in the Fund since January 2009, and the UM School of Law Foundation's participation in the MIP since July 2012.

**Pension Fund.** The Defined Benefit Pension Plan, with a market value of \$32 million, saw a return for the month of May of 1.2% and 7.0% for fiscal year to date.

**Operating Fund.** Operating Funds, with a market value of \$279 million, returned 0.5% for the month of May and 3.6% for fiscal year to date.

**Peer Selection Process.** Mr. Low reviewed that the team will be starting campus visits with the University of Maine Farmington this coming Friday, followed by the University of Maine at Augusta, before working around to all the other campuses from North to South. They will be meeting with Presidents, staff and other campus leadership in order to ensure that the peer selection dashboard is comprehensive enough to include each campus needs. Mr. Low expects to have a draft of peers very soon after the campus visits.

**Unified Budget.** Mr. Low briefly went over the status of the Unified Budget implementation plan. The teams are in various stages depending on what they were implementing. Mr. Low indicated that he would be presenting a more detailed report at the upcoming Finance, Facilities and Technology Committee meeting, as well as the September Board of Trustees meeting.

Mr. Low took a moment to congratulate Mr. Dick Thompson, Chief Information Officer, on his retirement and asked that he take a moment to introduce the new Chief Information Officer.

Mr. Thompson thanked the Board for the recognition that he received. Mr. Thompson explained the work that went into finding a new Chief Information Officer, starting with a pool of 104 applications and working down through the interview process to select one candidate. Dr. David Demers will start in the position of Chief Information Officer on August 1, 2017.

## **ACADEMIC AFFAIRS' UPDATE**

Dr. Robert Neely, Vice Chancellor for Academic Affairs, provided an update on Academic Affairs.

**Welcome to the Associate Vice Chancellor for Academic Affairs.** Dr. Neely welcomed Dr. Carol Kim to the Office of Academic Affairs as the Associate Vice Chancellor for Academic Innovation and Partnerships.

**Institutional Research and Architecture for Data Governance.** Dr. Neely gave an update on the Data Governance Program, explaining that the council is beginning to create a charter and define the program's mission.

**Governance Program Vision:** University of Maine System data are institutional assets. These assets are protected and leveraged to benefit all UMS institutions and stakeholders.

**Data Governance Program Mission:** Ensure valid and reliable data are readily accessible to university constituents, internal and external, for secure and ethical use.

**Core Elements & Guiding Principles include the following:**

- Valid & Reliable Data
- Data Accessibility
- Internal Constituents
- External Constituents
- Data Security
- Ethical Usage

**Early College.** Dr. Neely indicated that a report and a budget for the funding provided by the legislature had recently been shared with the campus Presidents and Chief Academic Officers. After the next meeting on July 19<sup>th</sup> a final draft of the plan for Early College with all of the feedback received will be created and presented to Chancellor Page.

**Administrative Program Integration Teams.** Dr. Neely explained that the library team, led by Dr. Kim, will be launched soon. This team will have two main goals, a common catalogue of library resources for the System and equal access to that catalog across all campuses.

**Programs for Examination.** Dr. Neely reminded the Board of Trustees of the discussion that took place at the May Board of Trustees meeting where he discussed with the Board the annual need for a simple, metric-driven approach to gauge the vigor of academic programs. He explained that since that meeting, several conversations surrounding that topic have taken place. Dr. Neely went on to discuss the future of workforce development and the need to develop essential skills and lifelong learning habits to set graduates up for successful futures. Dr. Neely explained that he has a retreat set up during the month of August to brainstorm about programs that the University of Maine System needs to help further this development.

## **COMMITTEE REPORTS.**

**Audit Committee.** Trustee Hood reported that the Committee met on June 12, 2017. The Committee received an update on UM Department of Athletics Agreed-Upon Procedures. The Committee also received an overview of the Uniform Guidance Audit for Fiscal Year 2016 and BerryDunn reported on compliance. Executive Session was held at the end of the meeting to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.

**Executive Committee.** Trustee Erwin reported that the Committee met by conference call on June 8, 2017. The Committee held an Executive Session to discuss personnel items and consult with General Counsel regarding legal rights and duties of the Board. At the conclusion of the Executive Session, the Executive Committee authorized Chancellor James Page to conclude negotiations and execute a contract with Dr. Rebecca Wyke to be appointed as President of the University of Maine at Augusta.

Finance/Facilities/Technology Committee. Trustee Fournier reported that the Committee met on June 30, 2017. The following items were approved by the Committee to be forwarded to the Consent Agenda at the July 17, 2017 Board of Trustees meeting:

- Information and Communications Technology Accessibility Policy
- Administrative Savings Fund Carry-Over Request
- Establishment of the MEMIC John Leonard Chair in Risk Management & Insurance, USM
- Master Plan Acceptance, UMFK
- Ground Lease Authorization, UM
- Darling Marine Center Waterfront Infrastructure Improvement, UM
- Update Cooperative Extension Diagnostic and Research Center, UM

The Committee also received an update on the Information Technology Projects with a value of \$250,000 or greater, System-Wide Energy & Environmental Sustainability Initiatives Report and the Capital Projects Status Report. The Committee approved the Electronic Building Access Project for UMM, Lease Authorization for UMA, and Philippi Hall Envelope Improvements at USM.

Human Resources & Labor Relations Committee Update. Trustee Erwin reported that the Committee met on June 20, 2017. The following item was approved by the Committee to be forwarded to the Consent Agenda at the July 17, 2017 Board of Trustees meeting: Change to Board Policy 401 – Equal Opportunity. The Committee received an update on UMS Compliance Education and Administrative Review Status. The Committee also reviewed the Turnover Analysis Report, Workforce Profile and UMS Health Plan – Active and Retiree. An Executive Session was held at the end of the meeting to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.

## **DISCUSSION ITEM.**

UM/UMM Primary Partnership Update. Mr. Jim Thelen, General Counsel and Chief of Staff, introduced the University of Maine (UM) and University of Maine Machias (UMM) partnership as an ongoing process. Mr. Thelen asked President Susan Hunter to provide a detailed update. President Hunter started out by thanking Former President Sue Huseman for her dedication and hard work during this transition.

Academic Program Collaborations. President Hunter explained that the UMM Vice President and Head of Campus for UMM Kay Kimball is partnering with Executive Vice President for Academic Affairs & Provost Jeff Hecker to form seven disciplinary teams that are made up of one UM and one UMM faculty member. These teams are charged with taking selected recommendations from last summer's team reporting and creating proposals for changes to degree program collaborations with a goal of being ready to implement changes in the fall of 2018.

NEASC. The substantive change briefing that was prepared by Dr. Jeffery St. John, Senior Associate Provost for Academic Affairs at the UM, was accepted by the commission as fulfilling the reporting requirement. Dr. St. John is currently working on an implementation plan before a formal report is submitted. NEASC will also visit both campuses in late September or early October.

Financials. Mrs. Claire Strickland, Chief Business Officer for UM, is working closely with staff at UMM, and they are currently in the process of hiring a Budget Analysis/Financial Manager that will

sit at UMM and report directly to Chief Business Officer Strickland. The target is to have this position filled by the 1<sup>st</sup> of September.

UM's new Vice President for Enrollment Management Dr. Joe Lee started in July and will be visiting UMM this week.

Board of Visitors. President Hunter recently attended a meeting of UMM's Board of Visitors members. The biggest concern voiced by Board of Visitors members was, ensuring that UMM does not get lost in the transition to the next President of UM. President Hunter went on to say that the Board of Trustees will need to be clear in their commitment to the partnership during the search for the next President to preempt that from occurring.

Mr. Charles Rudelitch, Chair of the UMM Board of Visitors will serve as the liason to the UM Board of Visitors.

Search for Vice President and Head of Campus. The search for the UMM Vice President and Head of Campus is being co-chaired by Professor of Chemistry and Division Chair William Otto at UMM and Mr. James Settele, Executive Director at UM. The search was launched in July.

Mr. Thelen added that there are still three main items from the resolution that was previously approved for the UM/UMM partnership that will require the Board's attention in the future:

- Recognizing the structure of the Board of Visitors
- Status of Faculty and Student Representatives to the Board of Trustees
- Review the System Charter and Policies for any changes that need to occur as a result of the partnership

### **CONSENT AGENDA.**

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

The Board of Trustees reviewed the following agenda items as forwarded by the Finance/Facilities/Technology Committee to the Consent Agenda from its meeting on June 30, 2017:

**Information and Communications Technology Accessibility Policy.** The Board of Trustees accepted the recommendations of the Finance, Facilities and Technology Committee and approved the Information and Communications Technology Accessibility Policy.

**Administrative Savings Fund Carry-Over Request.** The Board of Trustees approved the carry-over of unspent Administrative Savings Funds awarded for FY2017 to be used for essential security and capital improvements at the University of Maine at Machias.

**Establishment of the MEMIC John Leonard Chair in Risk Management & Insurance, USM.** The Board of Trustees approved the establishment of the MEMIC John Leonard Chair in Risk Management & Insurance at USM.

**Master Plan Acceptance, UMFK.** The Board of Trustees acknowledged the campus master plan from UMFK and, without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration, accepted the plan and encouraged



the University to continue its efforts to maintain and act in accordance with the plan as well as other applicable directives of the Trustees.

**Ground Lease Authorization, UM.** The Board of Trustees authorized the University of Maine to enter a ground lease for the land at 107 College Avenue in Orono for the term of thirty years with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

**Darling Marine Center Waterfront Infrastructure Improvement, UM.** The Board of Trustees approved the University of Maine to expend up to \$3,000,000 including \$650,000 in Marine Bond, \$850,000 in Campus reserves, and \$1,500,000 in Federal grant funding for the Darling Marine Center Waterfront Infrastructure Improvement project, dependent upon final approval of the pending federal grant application.

**Update Cooperative Extension Diagnostic and Research Center, UM.** The Board of Trustees approved the addition of up to 2,000 square feet for construction of a greenhouse and storage facility at the University of Maine.

The Board of Trustees reviewed the following agenda item as forwarded by the Human Resources and Labor Relations Committee to the Consent Agenda from its meeting on June 12, 2017:

**Board of Trustee Policy 401 – Equal Opportunity.** The Board of Trustees approved the Changes to Board Policy 401 - General Equal Opportunity, as presented.

#### **ACTION ITEMS.**

**Confirmation of Student Representative to the Board of Trustees.** On a motion by Trustee Donnelly, which was seconded by Trustee Coombs, the Board of Trustees approved the appointment of the following Student Representative to the Board of Trustees:

**Student Representative:**

Duane Belanger, UMFK – one-year term – July 2017 – May 2018

**UM Presidential Search Criteria.** Trustee Johnson provided insight on the Search Committee for the UM president, which will begin its work shortly. Trustees serving on the Committee will be Trustee Johnson, serving as chair; Trustee Donnelly, and Trustee Eames. Constituent groups are being asked to name their representatives to the Committee and search consultants are being invited to submit proposals. One of the first steps of the search is the description of the position and articulation of criteria for selecting the president. This is a foundational step for attracting and selecting a future president who will successfully lead the University of Maine for the coming years.

In light of the newness and importance of the UM/UMM Primary Partnership, the Presidential Search Committee will be expanded to include three representatives of the University of Maine at Machias community, one of whom will be a faculty member, one of whom will be an academic administrator or administrator nominated by the Vice President and Head of Campus and the third of whom will be a member of the Board of Visitors, nominated by the Board of Visitors. This is an exception to the Board's standard charge to presidential search committees.

President Susan Hunter spoke about the importance of including members from the University of Maine at Machias in order to ensure that the search committee is a comprehensive and inclusive group.

On a motion by Trustee, which was seconded by Trustee Hood, the Board of Trustees approved an exception to the standard charge to presidential search committees for the University of Maine Presidential Search Committee now being formed. The Search Committee will be expanded to include three representatives of the University of Maine at Machias community, one of whom will be a faculty member, one of whom will be an academic administrator or administrator nominated by the Vice President and Head of Campus and the third of whom will be a member of the Board of Visitors, nominated by the Board of Visitors.

**Strategic Resource Allocation Planning – Key Performance Indicators.** President of the University of Maine at Augusta, Dr. Rebecca Wyke, presented the recommendations and accountability metrics for the Strategic Resource Allocation Plan, including recommended expenditures.

In May 2016, the Board of Trustees adopted a set of four primary outcomes to guide the work of strategic resource planning for the next five years: increase enrollment; improve student success and completion; enhance the fiscal positioning of the University System; and support Maine business and industry through research and economic development. In addition, the Board identified two secondary outcomes to supplement this work: develop relevant academic programming that supports student success and meets state needs; and engage the University workforce.

In June 2016, the Chancellor appointed a small working group to conduct scenario planning for the purpose of scoping the direction of the work, the strategies for achieving the outcomes, and the level of investment resources that would be required. The working group engaged campus leadership in a brainstorming exercise to identify strategies appropriate to each campus, then mapped the strategies to the outcomes and developed a set of preliminary recommendations on investments that was delivered to the Board of Trustees in September 2016.

In the fall of 2016, the Chancellor charged the working group with designing an implementation plan to support the primary and secondary outcomes. As part of this work, the Chancellor led an initial round of campus visits to introduce the Board's primary outcomes and the work underway to develop a plan for the strategic allocation of resources to support those outcomes. The working group also led a second round of campus visits that fall for the purpose of engaging the campus communities in discussion of the preliminary recommendations, including ascertaining priorities and identifying any gaps. These forums focused in particular on strategies and investments related to enrollment, student success, and academic programming. The working group delivered its implementation design report in November 2016, which outlined a full set of proposed investments and the accountability metrics. In the spring of 2017, the working group participated in a third round of campus visits and conducted a system-wide survey to ascertain the priorities among the proposed investments given the limited resources available, as well as support for the accountability metrics outlined in the November 2016 report.

Over the past year, the working group also met several times with the faculty and the student representatives to the Board to discuss the work underway. Additionally, two summits of the campus and system leadership teams were held to discuss the proposed investments and accountability metrics, share feedback from the campus visits, and develop a system-level service promise and set of values to guide the work.

This report includes the final recommendations for strategic investments to support the Board of Trustees outcomes within resources known to be available at this time, the accountability metrics for measuring progress towards achieving the outcomes, and a link to the feedback from the System-wide survey. Additional information is available at [ThinkMissionExcellence.maine.edu](http://ThinkMissionExcellence.maine.edu)

President Wyke reviewed the following proposed resources available to support the plan for FY2018 through FY2020:

	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>
Early College Appropriation	1,500,000	1,500,000	0
Administrative Review Savings	3,076,740	3,076,740	3,076,740
30% of New Appropriation	225,000	225,000	225,000
Surplus Temporary Investment Income	4,043,000		
Sub-total by Year	\$8,844,740	\$4,801,740	\$3,301,740
<b>FY2018, FY2019&amp; FY2020 TOTAL</b>		<b>\$16,948,220</b>	

President Wyke then outlined the recommended investments for each priority outcome and the related accountability metrics.

Trustee Moody asked about the workforce survey participation and results. President Wyke committed to sharing the survey summary results with the Board of Trustees. Trustee Moody also suggested focusing on peer to peer sharing of best practices across campuses.

Mr. Thelen then took time to read comments from Chancellor Page. Chancellor Page wished to thank the team for all of the effort that went into producing this report. It is the Chancellor's intent to charge an implementation team to go forward and implement the proposed plan while taking into account the direction the Board of Trustees would like to go. Lastly Chancellor Page wanted it noted that the team would constantly be reviewing the metrics and key performance indicators to be sure that they are evaluating the correct metrics.

Trustee Johnson asked that the Board of Trustees get a report at every Board meeting to keep track of the status of these projects. Mr. Thelen agreed that frequently reviewing the status is very important and that between the implementation team and the Board office reporting can be provided.

Chair Erwin added that he would like the Board of Trustees to take a more active role in how this project continues to play out. Chair Erwin with the backing of Chancellor Page requested that the Academic and Student Affairs Committee continue to review and work closely on the implementation so that it continues to progress in the way that the Board of Trustees intends it to.

On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees took the recommendations contained in the Strategic Resource Allocation Plan under consideration for future action and directed the Treasurer to effect the transfer of funds, as appropriate, and incorporate into the FY2018 Operating Budget for the University of Maine System the following expenditure of funds:

- Enrollment Management for Small Campuses, \$375,000 in FY2018
- Institutional Research & Reporting Team, \$268,450 in FY2018
- Student Success Early Warning Tool, \$183,000 in FY2018
- Academic Transformation Innovation Fund, \$550,000 in FY2018

### **INFORMATION ITEMS**

The following items were included in the agenda for information only:

- Capital Projects Status Report
- System-Wide Energy & Environmental Sustainability Initiatives Report
- Management Group Appointments Report
- Agenda Calendar

### **EXECUTIVE SESSION**

On a motion by Trustee Fournier, which was seconded by Trustee Turner, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, employment and duties
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units

On a motion by Trustee Turner, which was seconded by Trustee Hood, the Board of Trustees concluded the Executive Session.

**Approval of Collective Bargaining Agreement, ACSUM.** On a motion by Trustee Fournier, which was seconded by Trustee Eames, the Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Associated C.O.L.T. Staff of the Universities of Maine (MEA/NEA) (ACSUM) upon notice that the agreement has been ratified.

**Approval of Collective Bargaining Agreement, UMPSA.** On a motion by Trustee Sutton, which was seconded by Trustee Martin, the Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Universities of Maine Professional Staff Association (MEA/NEA) (UMPSA), upon notice that the agreement has been ratified.

**FY2018 & FY2019 Compensation and Benefits Changes for Non-Represented Salary and Hourly Employees.** On a motion by Trustee Moody, which was seconded by Trustee Coombs, the Board of Trustees approved the Non-represented compensation and benefit changes for FY2018 and FY2019 as presented.

### **Confirmation of Boards of Visitors Appointment, UMPI.**

On a motion by Trustee Fournier, which was seconded by Trustee Eames, the Board of Trustees confirmed the UMPI Board of Visitors appointment for 2017-2018, as presented.

### **DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on September 17 & 18, 2017 hosted by the University of Maine at Farmington.

Adjournment  
Elissa Ivey for  
Ellen N. Doughty, Interim Clerk