

Board of Trustees 15 Estabrooke Drive Orono, ME 04469

July 5, 2018

Tel: 207-581-5840 Fax: 207-581-9212 www.maine.edu TO: Members of the Board of Trustees Faculty and Student Representatives

FR: Ellen Doughty, Clerk of the Board Ellen Doughty

RE: July Board Meeting

The University of Maine

University of Maine at Augusta

Enclosed are the materials for the **Board of Trustees Meeting** on **Monday**, **July 16**, **2018**, at the University of Maine hosted by UMS.

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 The Executive Session will be located in the Alfond Family Lounge and the Public Board meeting will be located at Wells Conference Center. Parking is available for both locations in the Dunn Hall parking lot. Directions are included in the Board meeting materials.

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. The links to the live streaming and the captioning are on the Board of Trustees website at:

www.maine.edu/board.

On Monday, July 16th, the Executive Session will be called to order at 8:30 am with an opportunity for breakfast and networking starting at 8:00 am at the Alfond Family Lounge.

On Monday, July 16th, the Public Board meeting will be called to order at 1:30 pm with light refreshments provided at the Wells Conference Center.

Meeting rooms have been reserved at Wells Conference Center for the Faculty & Student Representatives, if they would like to meet in their respective groups. The Faculty Representatives can meet in Room 2 and the Student Representatives can meet in Room 3. Both of these rooms will be available starting at 11:00 am on Monday.

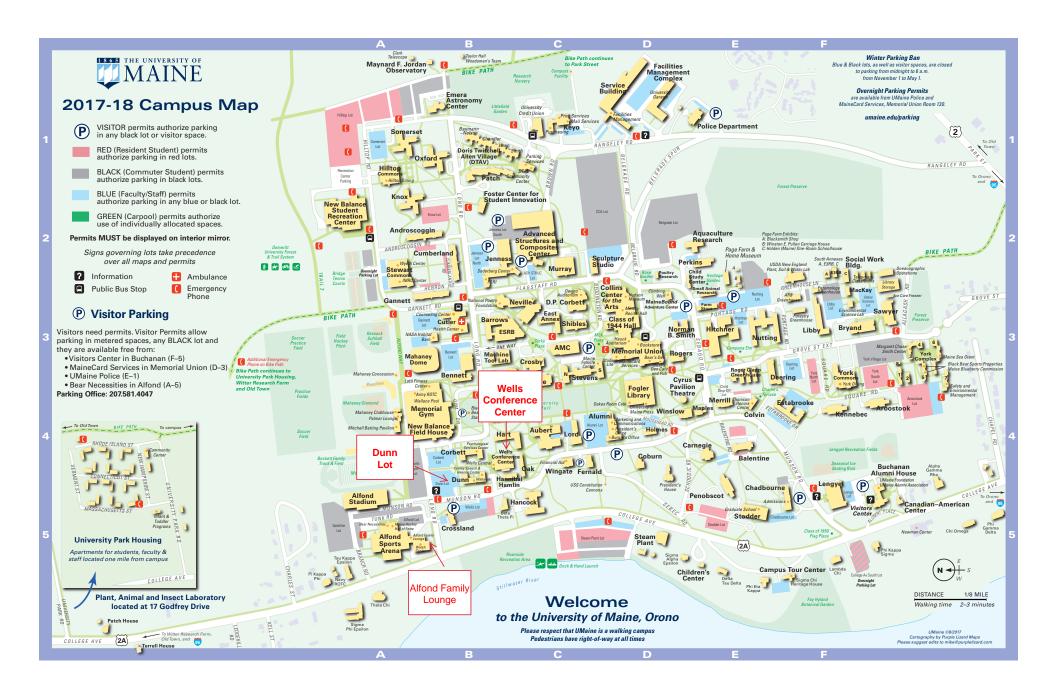
Overnight accommodations for those that have requested, have been made at the Courtyard Marriot, 236 Sylvan Road, Bangor, 04401, PH: 207-262-0070/

Incoming messages can be left with the UMS Chancellor's Office at 973-3220 or with Heather Massey at 991-4724 or Ellen Doughty at 949-4905.

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In the event of a postponement, cancellation, or changes in the Board of Trustees meeting, a message will be recorded on the Board Office telephone (581-5844). In addition, every effort will be made to personally contact the Board of Trustees, the Presidents, and the Faculty and Student Representatives.

cc: Chancellor James H. Page University Presidents System Staff



UMS Board of Trustees Meeting

University of Maine System Wells Conference Center, Orono

7-17-18

July 16, 2018

AGENDA

Meeting Room for Faculty Representatives – Room 2, Wells Conference Center Meeting Room for the Student Representatives – Room 3, Wells Conference Center (*These rooms are available starting at 11:00 am on 7/16/18.*)

Monday, July 16, 2018

Breakfast @ 8:00 am - Alfond Family Lounge

Call to Order @ 8:30 am - Alfond Family Lounge

The Board will go directly into executive session.

EXECUTIVE SESSION

Tab 1 - Comprehensive Presidential Review

PUBLIC MEETING

Call to Order/Reconvene @ 1:30 pm - Room 1, Wells Conference Center

Citizen Comment

The Board of Trustees provides time for citizen comment prior to the business agenda at each meeting. The Chair of theBoard 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 (15 minutes)

Tab 2 - Appointment of Standing Committees

Tab 3 - Resolution Regarding Board Policy 311- Intra-system Student Exchange

Chancellor's Report (60 minutes)

Vice Chancellor for Finance and Administration & Treasurer's Report (5 minutes)

Tab 4 - Financial Update

Vice Chancellor for Academic Affairs' Report (10 minutes)

Tab 5 - Academic Affairs Update

Action Items

- Tab 10 Appropriation Allocation Model (45 minutes)
- Tab 12 SRAP Update Additional Funding Request
- Tab 6 Acceptance of Minutes (5 minutes)
- Tab 7 Resolution for Shawn H. Moody (5 minutes)
- Tab 8 Resolution for M. Michelle Hood (5 minutes)
- Tab 9 Resolution for Kay Kimball (5 minutes)
- Tab 11 Confirmation of Faculty Representative to the Board of Trustees, UMFK (5 minutes)

Consent Agenda (5 minutes)

Action items from the June 25, 2018 Human Resources & Labor Relations Committee Meeting:

Tab 13 - Approval of Susan J. Hunter as President Emerita, UM

Tab 14 - Approval of Kathryn A. Foster as President Emerita, UMF

Information Item

Tab 15 - University of Maine at Farmington Presidential Search Update (10 minutes)

Date of the Next Meeting: September 16 & 17, 2018 at the University of Maine at Presque Isle

Attachments:

Financial Update

- Managed Investment Pool
- Pension Fund
- Operating Fund

Appropriation Allocation Model Video

Committee Assignments 2018-2019

Resolution for Shawn H. Moody

Resolution for M. Michelle Hood

Resolution for Karen "Kay" S. Kimball

Reports:

UMS Interactive Dashboard Named Chair and Professorships Annual Report Capital Project Status Report Executive Summary Capital Project Status Report Agenda Calendar Management Group Appointment Report

Presentations:

Appropriation Allocation Model Presentation MaineStreet Follow-up Presentation

Tabs noted in red text are action items.

Tabs noted in green text are tentative

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.



1. NAME OF ITEM: Comprehensive Presidential Review

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: X BOARD ACTION:

4. BACKGROUND:

Board of Trustee policy provides for both annual and comprehensive reviews of presidents' performance. The annual review is conducted by the chancellor. Comprehensive reviews are conducted by outside reviewers in the president's third year of service and each subsequent four years.

This year a scheduled comprehensive review was conducted for USM President Glenn Cummings. The attached overview summarizes the review process. Results of the comprehensive review have been discussed with the president and will be used to guide the present's professional development and in setting goals for the coming year. The Chancellor will brief the Board on results of the review in executive session.

External Review of USM President Glenn Cummings

Overview

A comprehensive review of President Glenn Cummings' performance was conducted in FY2018 in accordance with Board of Trustees policy. Comprehensive reviews are conducted in the third year of a president's service and each subsequent four years. Reviewers are selected from a panel of seasoned university presidents and leaders.

The external reviewer selected to conduct the review was Dr. James Schmotter. Dr. Schmotter President Emeritus of Western Connecticut State University, has spent his career spanning the boundaries of academic disciplines to increase the effectiveness and success of higher education institutions. After earning a Ph.D. in American History at Northwestern and studying Higher Education Administration at Columbia, he attained a national reputation as an innovator in business education as associate dean and director of international studies at Cornell University's Johnson Graduate School of Management and as dean at Lehigh University and Western Michigan University. From 2004 through 2015 he served as President at Western Connecticut.

The periodic formal review of presidents focuses on outcomes that reflect progress in achieving institutional goals. Priorities and specific areas of focus for each individual review are established by the chancellor in consultation with the external reviewer and president.

The external reviewer's confidential report to the chancellor reflects constituent interviews, the president's self-assessment, the institution's strategic plan, and the president's annual goals developed jointly between the chancellor and president. The report contains:

- Identifiable strengths and accomplishments,
- Suggestions for remediating concerns and improving presidential leadership, and
- Suggestions for developmental opportunities

Elements of leadership considered in the formal review are:

- I. Progress in achieving institutional and system strategic goals
- II. Presidential Leadership, Management, and Relationships
 - A. Institutional Leadership
 - B. Academic Leadership
 - C. Administration, Operations, Resource Utilization
 - D. University leadership and relationships
 - E. External collaboration and relationships
 - F

President Cummings submitted a self-review in May 2018. Dr. Schmotter visited the USM campus on May 15 & 16, 2018 and met with groups of faculty, staff, students, members of the Board of Visitors, members of the UMS Board of Trustees, union leaders, the president's direct reports, academic administrators, and representatives of the alumni organization and foundation. He also interviewed two colleague UMS presidents and System leaders.

Dr. Schmotter submitted a confidential report of his findings to Chancellor Page in May 2018. The report was shared with President Cummings and discussed by President Cummings and Chancellor Page. The Chancellor forwards the reviewer's final report to the Board of Trustees. The results will be used to guide the president's professional development and to set goals for the president in the coming year.

6/4/18



1. NAME OF ITEM: Appointment of Standing Committees

2. INITIATED BY: Trustee James R. Erwin, Chair

3. BOARD INFORMATION: X BOARD ACTION:

4. OUTCOME: BOARD POLICY:

Section 103 – Bylaws of the Board of

Trustees

5. BACKGROUND:

Board of Trustees Bylaws state that committee appointments will be made annually by the Chair. The Chair, Vice-Chair and Chancellor are ex officio members of all standing committees, but the Chancellor is a non-voting member. All committees must have at least three members apart from the ex officio members. Except for the Executive, Audit, and Human Resources/Labor Relations Committee, standing committees may have members who are not members of the Board. Faculty and Student Representatives serve as non-voting members of the Academic and Student Affairs Committee and the Finance, Facilities, Technology Committee.

The Committee chairs and membership for FY2019 is included in the meeting materials.

Attachment:

Committee Assignments 2018-2019

7/5/2018



1. NAME OF ITEM: Resolution to Review 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 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 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.

The Board notes 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.

The Board notes too that the State University of New York System Board of Trustees in November 2016 adopted resolutions to update cross registration policies to permit SUNY students to take courses from any SUNY university without administrative burden or impact on financial aid eligibility. The SUNY Board Resolution recognizes that such cross registration enhances access, completion, and student success. (See http://www.suny.edu/about/leadership/board-of-trustees/meetings/webcastdocs/Tab%202%20-%20Cross%20Registration%20Policy.pdf)

The Board shares these same goals as reflected in its Priority Outcome to improve student success and completion within the One University framework.

So as to ensure that its System governance policies are properly aligned with and support the Vice Chancellor for Academic Affairs' efforts to successfully implement cross-listing pilots and related System university academic collaboration efforts, and so that the System better realizes the intent of Policy 311, the Board requests that the Chancellor, acting through the Vice Chancellor of Academic Affairs, report at the Board's September 2018 meeting with recommendations as to how Policy 311 should be revised to better support such efforts and maintain and best realize Policy 311's intent.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees requests that the Chancellor, acting through the Vice Chancellor of Academic Affairs, and with input from appropriate System university stakeholders, report back to the Board at its September 2018 meeting with recommendations as to how Policy 311 should be revised to better support cross-listing pilots and related System university academic collaboration efforts and maintain and best realize Policy 311's intent, which the Board reaffirms by this request.



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 July 16, 2018 Board of Trustees meeting.

Attachments:

Managed Investment Pool Flash Reports Pension Fund Flash Reports Operating Fund Flash Reports

7/5/18



1. NAME OF ITEM: Vice Chancellor for Academic Affairs Report

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: X BOARD ACTION:

4. OUTCOME: BOARD POLICY:

Increase Enrollment
Improve Student Success & Completion
Relevant Academic Programming

5. BACKGROUND:

Dr. Robert Neely, Vice Chancellor for Academic Affairs, will provide an update on the Online Program Manager (OPM).

Academic Partnerships, a privately-held company serving more than 50 universities to grow online markets was selected as a potential partner. Academic Partnerships focuses on partnering with public universities, and their clientele range from R1, research-intensive and flagship institutions to teaching universities and regional campuses. Academic Partnerships' 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. The services they would provide include: academic support, enrollment, integrated marketing, retention and partner support.

The Stage 1 programs that are being explored include primarily graduate programs in nursing, education and business. The Stage 2 would include graduate programs in digital/technology and other professional masters, particularly health care as well as undergraduate programs.



1. NAME OF ITEM: Acceptance of Minutes

2. INITIATED BY: Trustee 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 July 16, 2018 Board meeting:

May 14, 2018 - Academic & Student Affairs Committee Meeting

May 20-21, 2018 – Board of Trustees Meeting

June 14, 2018 – Investment Committee Meeting

June 15, 2018 – Finance, Facilities, Technology Committee Meeting

June 25, 2018 – Human Resources & Labor Relations Committee Meeting

June 27, 2018 - Executive 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.

7/5/2018



1. NAME OF ITEM: Resolution for Shawn H. Moody

2. INITIATED BY: Trustee James Erwin, Chair

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

Mr. Shawn H. Moody has served as a Trustee for the University of Maine System since April 1, 2014 and will end his term on May 26, 2018.

Mr. Moody has served on the Human Resources & Labor Relations Committee and the Investment Committee since 2014 and has been a member of the Executive Committee for the past two years.

Mr. Moody is the first Trustee to serve as a Trustee for the University of Maine System and the Maine Community College System. Through his dedicated work with both Boards, he has assisted with strengthening the collaborative initiatives between the two Systems.

The University of Maine System has benefited from Mr. Moody's student focused perspective as well as his experience as a business owner and champion of employee engagement.

6. TEXT OF PROPOSED RESOLUTION:

A resolution for Board approval will be presented at the July 16, 2018 Board of Trustees meeting.

Attachment:

Resolution for Shawn H. Moody

7/5/18



1. NAME OF ITEM: Resolution for M. Michelle Hood

2. INITIATED BY: Trustee James Erwin, Chair

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

Ms. M. Michelle Hood has served as a Trustee for the University of Maine System since March 24, 2010 and served as Chair of the Board in 2011 and 2012.

She has been a long standing member of the Audit Committee and the Executive Committee, serving as Audit Committee chair for the past two years. Trustee Hood has also been a member of the following committees:

Academic and Student Affairs Committee Finance, Facilities, Technology Committee Human Resources & Labor Relations Committee Investment Committee Trustee Affairs Committee

She has served as the UMS Trustee representative to the University of Maine Foundation and a member of the University of Maine Presidential Search Committee in 2010;

Under her dedication and leadership, the Board of Trustees worked to keep tuition affordable for students, align the System's academic programs with workforce needs, and enhanced the UMS focus on Enterprise Risk Management

6. TEXT OF PROPOSED RESOLUTION:

A resolution for Board approval will be presented at the July 16, 2018 Board of Trustees meeting.

Attachment:

Resolution for M. Michelle Hood



1. NAME OF ITEM: Resolution for Karen "Kay" S. Kimball

2. INITIATED BY: James R. Erwin, Chair of the Board

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

Karen "Kay" S. Kimball arrived at the University of Maine at Machias as an Assistant Professor of History in 1999. She was the Assistant Provost from June 2013 to December 2015 and Vice President for Academic Affairs and Provost from January 2016 to June 2017. Since July 1, 2017 Dr. Kimball has held the position of Vice President for Academic Affairs and Head of Campus.

The University of Maine System sincerely appreciates Dr. Kimball's leadership and willingness to not only accept the Head of Campus position but be instrumental in the development and execution of the primary partnership between the University of Maine and the University of Maine at Machias.

Dr. Kimball will step down from her current position on August 31, 2018 and will be on a sabbatical for the fall 2018 semester and return to teach History at the University of Maine at Machias in the spring 2019 semester. Her sabbatical will explore the First Opium War between England and China to develop a classroom project based on primary sources for the World History curriculum.

6. TEXT OF PROPOSED RESOLUTION:

A resolution for Board approval will be presented at the July 16, 2018 Board of Trustees meeting.

Attachment:

Resolution for Karen "Kay" S. Kimball



1. NAME OF ITEM: Appropriation Allocation Model

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

Enhance fiscal positioning Policy 701 – Operating & Capital

Budgets

5. BACKGROUND:

Vice Chancellor Ryan Low will present the proposed Appropriation Allocation Model for the University of Maine System.

The Finance, Facilities and Technology Committee approved this item to be forwarded for Board of Trustee approval at the July 16, 2018 meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendations of the Finance, Facilities and Technology Committee and approves the Appropriation Allocation model as presented.

Attachments & Presentations

Appropriation Allocation Model Video Appropriation Allocation Model Presentation

7/5/2018



1. NAME OF ITEM: Confirmation of Faculty Representative 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 nomination are being recommended by the President:

Faculty Representative:

Leo Trudel, UMFK – appointed for two year term – July 2018 to July 2020

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the appointment of the following Faculty Representative to the Board of Trustees:

Leo Trudel, UMFK – appointed for two year term – July 2018 to July 2020



1. NAME OF ITEM: Strategic Resource Allocation Plan

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

All Primary and Secondary Outcomes Apply

5. BACKGROUND:

Last fiscal year the Board of Trustees accepted the recommended allocations for FY2018 as proposed by the Strategic Resource Allocation Team charted by the Chancellor. Vice Chancellor of Academic Affairs Dr. Robert Neely and Vice Chancellor of Finance and Administration Ryan Low are recommending approval of 3 additional groups of expenditures for FY2019. Recommendations for further allocations in FY2019 will come forward at a later date

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the following recommendations contained in the Strategic Resource Allocation Plan and directs the Treasurer to effect the transfer of funds, as appropriate, and incorporate in to the FY2019 Operating Budget of the University of Maine System the following expenditure of funds:

Academic Transformation: \$755,000

Vice Chancellor for Academic Affairs - IR Operational Support: \$50,000

Marketing: \$300,000



1. NAME OF ITEM: Appointment of Susan J. Hunter as President Emerita

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

Board Policy # 406 – Emeritus Status

5. BACKGROUND:

Board of Trustees policy provides that Emeritus status may be conferred by a university president, except that awarding the title President Emeritus is recommended by the Chancellor to the Board of Trustees and awarding of the title Chancellor Emeritus is reserved to the Board of Trustees. Emeritus status is generally conferred at the time of retirement to faculty, administrators and staff who have completed fifteen or more years of service. However, exceptions may be made for employees with shorter service. Emeritus status is an honor that allows the individual to retain a title following retirement. The individual university may accord privileges such as library use, participation in academic convocations, inclusion on mailing lists and office space, if available, to emeriti.

Dr. Susan J. Hunter will step down as President of the University of Maine on June 30, 2018. Dr. Hunter served as the 20th President since July 1, 2014 and became the President at the University of Maine at Machias on July 1, 2017. Dr. Hunter began her full-time career at the University of Maine in 1991 as a faculty member in the Department of Biological Sciences. Her administrative positions included Chair of the Department of Biological Sciences, Associate Provost and Dean of Undergraduate Education, the Executive Vice President for Academic Affairs and Provost; and just prior to her appointment as UMaine's first woman president, Dr. Hunter served as Vice Chancellor for Academic Affairs for the University of Maine System. Dr. Hunter has advanced enrollment, fundraising, advocacy and partnerships. Since 2014, UMaine has recruited the largest incoming classes and the largest number of out-of-state students in the university's history. Dr. Hunter continued the implementation of UMaine five-year strategic plan developed during her tenure as Provost. She has enhanced partnership with the University of Maine Foundation that resulted in restructuring of advancement operations into a single entity for greater impact and engagement with the donor community. Dr. Hunter served as a valued advisor and member of the Chancellor's

07/05/2018

Council of Presidents and has worked with members of the Board of Trustees closely and constructively to advance the Board's priority outcomes and the One University initiative. The students of these universities adore her, deeply respect her, and appreciate her accessibility to them.

Board Policy # 406, Guidelines for Emeritus Status, Item # 5 states that "After a recommendation from the Chancellor, the Board of Trustees may confer after appropriate resolution Emeritus Status upon a retiring President or former President with at least 5 years of service. And, Item # 7 further states that "Exceptions to the Emeritus Status policy may be made with approval from the Board of Trustees". Dr. Susan J. Hunter has been President of the University of Maine for four years. A request for Exception to Board Policy # 406, Items # 5 & 7 be granted in this instance.

The Human Resources and Labor Relations Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the July 16, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees awards the title President Emerita of the University of Maine to Dr. Susan J. Hunter in recognition of her service and contributions.



1. NAME OF ITEM: Appointment of Kathryn A. "Kate" Foster as President Emerita

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: BOARD ACTION: X

4. OUTCOME: BOARD POLICY:

Board Policy # 406 – Emeritus Status

5. BACKGROUND:

Board of Trustees policy provides that Emeritus status may be conferred by a university president, except that awarding the title President Emeritus is recommended by the Chancellor to the Board of Trustees and awarding of the title Chancellor Emeritus is reserved to the Board of Trustees. Emeritus status is generally conferred at the time of retirement to faculty, administrators and staff who have completed fifteen or more years of service. However, exceptions may be made for employees with shorter service. Emeritus status is an honor that allows the individual to retain a title following retirement. The individual university may accord privileges such as library use, participation in academic convocations, inclusion on mailing lists and office space, if available, to emeriti.

Dr. Kathryn A. "Kate" Foster will step down as President of the University of Maine at Farmington on June 30, 2018. Dr. Foster has served as the 14th President since July 1, 2012. During Dr. Foster's tenure UMF has experienced an increase from a five-year decline in enrollment, boosted student selectivity and success, created a university advancement division and developed and aligned plans for programming and investment through the university strategic plan, campus master plan, recruitment and retention plan, advancement plan and marketing plan. Dr. Foster also focused on major improvements to the campus facilities and infrastructure, seeing to completion a Central Biomass Heat Plant which together with geothermal wells significantly reduced campus dependence on fossil fuels. During her tenure, UMF received a ten year accreditation from CIHE of NEASC, expanded university governance with staff senate and inclusion of faculty on the President's Council and energized the university's Board of Visitors. Dr. Foster is considered the "students" President and is beloved by the students. As of July 1, 2018, Dr. Foster will assume the appointment as the 16th President of the College of New Jersey in Ewing Township, New Jersey.

07/05/2018

The Human Resources and Labor Relations Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the July 16, 2018 Board meeting.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees awards the title President Emerita of the University of Maine at Farmington to Dr. Kathryn A. "Kate" Foster in recognition of her service and contributions.



1. NAME OF ITEM: University of Maine at Farmington Presidential Search Update

2. INITIATED BY: James H. Page, Chancellor

3. BOARD INFORMATION: X BOARD ACTION:

4. OUTCOMES: BOARD POLICY:

Increase Enrollment 204 – Presidents – Appointments & Responsibilities Improve Student Success & Completion 404.4 – Chancellor & Presidents Benefit Package Enhance Fiscal Positioning

5. BACKGROUND:

With University of Maine Farmington President Kate Foster's departure effective June 30, 2018, Chancellor Page recommended and the Board approved the one-year appointment as Interim President for Eric Brown, who will serve in that position July 1, 2018 through June 30, 2019.

The Board expects a search committee for the next UMF president to be constituted and begin work shortly. Chancellor Page and a Board member who will serve as chair of the search committee will lead the process with the UMF campus to define the criteria and characteristics for the next UMF President, who will be expected to commence an appointment July 1, 2019. UMF will be expected to work with the Chancellor and identified search committee chair to discern its current challenges and alignment with UMS priorities to establish a solid foundation for a successful search.

Over the next two months a decision will be made whether to engage a search consultant, constituent groups will be asked to name their representatives to the committee and materials for the search prospectus and presidential candidate profile will be developed and compiled.

The Board will discuss the priorities and preferred characteristics for the new president at the September 16-17, 2018 Board of Trustees meeting and the Chancellor is expected to formally charge the committee to begin its work thereafter.

7/5/18

University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	320,354,399	100.0	100.0	0.6	0.9	7.7	8.0	9.5	4.9	5.7	5.7	5.1
Allocation Index				0.4	0.5	8.3	8.6	10.0	5.6	6.2	5.9	4.9
Policy Index				0.2	0.6	8.6	9.2	10.7	6.2	6.5	6.2	5.4
Total Domestic Large Cap	58,602,960	18.3	16.0	2.4	2.0	13.6	14.3	15.8	10.9	12.9	12.5	9.5
S&P 500				2.4	2.0	13.7	14.4	15.9	11.0	13.0	12.9	9.1
SSgA S&P 500	58,602,960	18.3	16.0	2.4	2.0	13.6	14.3	15.8	10.9	12.9	12.8	9.1
S&P 500				2.4	2.0	13.7	14.4	15.9	11.0	13.0	12.9	9.1
Total Domestic Small/Mid Cap	21,289,819	6.6	6.0	4.8	7.3	20.5	23.3	20.6	10.6	12.6	11.9	10.5
Russell 2500				4.7	4.7	15.4	18.3	17.6	9.8	11.9	11.4	9.7
Westfield Capital	10,003,970	3.1	3.0	4.6	10.1	25.8	27.6	22.6	10.7	13.0	12.0	10.6
Russell 2500 Growth				5.3	7.1	20.5	23.3	20.5	10.4	13.4	12.2	10.5
DFA	11,285,849	3.5	3.0	5.1	3.7	14.1	18.0	17.0	9.2	11.1	11.1	-
Russell 2000 Value				5.8	4.8	12.4	16.4	18.7	11.0	11.0	10.6	8.7
Total International Equity (including emerging markets)	75,920,700	23.7	23.0	-1.5	-0.7	8.7	9.0	12.2	4.5	5.0	4.4	2.2
MSCI EAFE				-2.2	-1.5	8.2	8.0	12.1	4.3	5.9	4.9	2.1
Morgan Stanley	20,545,356	6.4	6.3	-1.2	-1.2	6.0	4.8	9.9	3.2	5.1	5.0	2.7
Globeflex	21,567,377	6.7	6.3	-0.8	2.1	14.5	15.0	14.9	7.3	8.1	6.1	2.0
MSCI EAFE				-2.2	-1.5	8.2	8.0	12.1	4.3	5.9	4.9	2.
Kabouter International Opportunities Offshore Fund II	12,688,068	4.0	3.5	0.4	2.1							-
MSCI EAFE Small Cap				-1.0	0.6	14.7	14.7	15.7	10.3	10.9	8.4	6.
Emerging Markets Equity	21,119,899	6.6	7.0	-3.5	-4.5	3.7	5.4	10.5	2.0	0.8	1.7	-
MSCI Emerging Markets				-3.5	-2.6	12.9	14.0	20.5	6.2	4.5	1.8	1.0
Aberdeen Emerging Mrkts	10,173,430	3.2	3.5	-4.7	-6.8	2.0	3.3	13.1	4.2	1.7	2.3	-
MSCI Emerging Markets				-3.5	-2.6	12.9	14.0	20.5	6.2	4.5	1.8	1.0
Mondrian EM Small Cap	10,946,469	3.4	3.5	-2.4	-2.3	5.1	7.1	7.6	-0.3			-
MSCI Emerging Markets Small Cap				-2.1	-2.0	13.1	13.9	16.5	3.3	3.8	2.0	3.8
Total Fixed Income	66,291,101	20.7	21.0	0.3	-0.1	1.8	1.7	3.2	2.3	2.8	4.1	4.6
BBgBarc US Aggregate TR				0.7	-1.5	-0.3	-0.4	0.6	1.4	2.0	2.5	3.7
Commonfund	16,393,668	5.1	5.0	0.3	-1.0	0.6	0.6	2.0	1.9	2.5	3.4	4.3
BBgBarc US Aggregate TR				0.7	-1.5	-0.3	-0.4	0.6	1.4	2.0	2.5	3.7
Vanguard Inflation-Protected Securities	25,625,716	8.0	8.0	0.3	-0.7	1.3	0.3	1.4				-
BBgBarc US TIPS TR				0.4	-0.4	1.7	0.7	1.6	1.5	0.9	2.1	3.1
Guggenheim US Bank Loans	15,856,213	4.9	5.0	0.3	1.8	3.9						-
Credit Suisse Leveraged Loans				0.2	2.3	4.6	4.5	6.0	4.2	4.1	4.5	5.0



University of Maine System Managed Investment Pool

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Blackrock Strategic Income Opportunities 3-Month Libor Total Return USD	8,415,505	2.6	3.0									
Total GAA	73,674,175	23.0	23.0	0.0	-0.3	3.9	3.6	6.3	2.4	3.2	3.3	
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				-0.2	-0.2	8.0	8.3	9.8	5.9	6.3	5.6	4.4
GMO Global Absolute Return	24,517,302	7.7	7.7	-0.7	-0.5	4.9	5.3	7.8	3.5	3.5	4.8	4.8
Blended Index				0.5	-0.9	1.5	1.2	3.2	2.9	3.1	3.8	4.6
Wellington	24,788,148	7.7	7.7	0.3	-0.7	5.8	6.5	10.2	4.8	5.9	3.8	
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				-0.2	-0.2	8.0	8.3	9.8	5.9	6.3	5.6	4.4
Newton Global Real Return	24,368,725	7.6	7.7	0.3	0.3	0.9	-0.9					
60% MSCI ACWI (Net)/ 40% BBgBarc Global Agg				-0.2	-0.3	7.5	7.8	9.2	5.7	5.9	5.3	4.3
Total Hedge Funds	19,480,988	6.1	6.0	3.4	4.6	8.8	9.0	7.2	3.0	2.8	2.0	2.1
HFRI Fund of Funds Composite Index				0.7	1.2	5.7	5.6	5.8	1.7	3.3	2.7	1.4
Lighthouse	19,480,988	6.1	6.0	3.4	6.8	12.0	12.1	9.0				
Credit Suisse Long Shrt Eqt USD				0.4	1.7	8.1	7.9	7.3	3.5	5.9	5.0	4.1
Total Real Assets	2,726,494	0.9	3.0	0.0	-0.2	1.9	1.8	-1.6	0.2	2.8	3.9	
NCREIF Timberland Index				0.0	0.9	3.1	3.8	3.8	3.5	6.1	5.8	4.1
John Hancock Timber Fund	2,726,494	0.9	3.0	0.0	-0.2	1.9	1.8	-1.6	0.2	2.8	4.0	-0.1
NCREIF Timberland Index				0.0	0.9	3.1	3.8	3.8	3.5	6.1	5.8	4.1
Private Equity	2,294,349	0.7	2.0	0.0	0.0	17.6	22.7	17.2	13.2			
Landmark Equity Partners XV	2,294,349	0.7	2.0	0.0	0.0	17.6	22.7	17.2	13.2			
Cambridge Associates US All PE (1 Qtr Lag)				0.0	5.1	13.1	17.5	15.3	12.0	13.6	13.3	9.8
Total Cash	73,812	0.0	0.0									
Distribution Account	73,812	0.0	0.0	0.1	0.6	1.0	1.0	0.6	0.4	0.2	0.2	0.3
91 Day T-Bills				0.2	0.7	1.2	1.3	0.9	0.6	0.4	0.3	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 estimated as of 05/31/18

Landmark market value estimated as of 05/31/18

Cash account includes \$1,045 currently being held in the MetWest account and \$1,110 being held in the TCW account

University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	29,360,829	100.0	100.0	0.8	0.5	4.8	4.9	6.4	3.6	4.6	4.8	4.0
Allocation Index				0.4	0.4	6.4	6.8	7.6	5.1	5.8	5.7	4.6
Policy Index				0.3	0.1	6.0	6.4	7.6	5.2	5.9	6.0	5.3
Total Domestic Large Cap	2,342,020	8.0	8.0	2.4	2.0	13.7	14.4	15.9	11.0	12.7	11.9	7.7
S&P 500				2.4	2.0	13.7	14.4	15.9	11.0	13.0	12.9	9.1
Vanguard S&P 500 Index	2,342,020	8.0	8.0	2.4	2.0	13.7	14.4	15.9	11.0			
S&P 500				2.4	2.0	13.7	14.4	15.9	11.0	13.0	12.9	9.1
Total Small Cap Composite	1,197,889	4.1	4.0	6.1	6.9	16.7	20.7	20.6	11.0	12.0	11.1	
Russell 2000				6.1	6.9	16.7	20.8	20.6	11.0	12.2	11.3	9.6
SSgA R2000 Index Fund Non Lending	1,197,889	4.1	4.0	6.1	6.9	16.7	20.7	20.6	11.0	12.0	11.2	
Russell 2000				6.1	6.9	16.7	20.8	20.6	11.0	12.2	11.3	9.6
Total International Equity (including emerging markets)	3,024,590	10.3	10.0	-1.6	-1.5	5.7	5.5	9.3	2.2	3.6	3.5	1.7
MSCI EAFE				-2.2	-1.5	8.2	8.0	12.1	4.3	5.9	4.9	2.1
Morgan Stanley Int'l	2,138,206	7.3	7.0	-1.2	-1.1	6.0	4.8	10.0	3.3	5.2	5.0	2.8
MSCI EAFE				-2.2	-1.5	8.2	8.0	12.1	4.3	5.9	4.9	2.1
Emerging Markets Equity	886,384	3.0	3.0	-2.4	-2.3	5.1	7.1	7.6	-0.3	-0.1	-	
MSCI Emerging Markets				-3.5	-2.6	12.9	14.0	20.5	6.2	4.5	1.8	1.6
Mondrian EM Small Cap	886,384	3.0	3.0	-2.4	-2.3	5.1	7.1	7.6	-0.3			
MSCI Emerging Markets Small Cap				-2.1	-2.0	13.1	13.9	16.5	3.3	3.8	2.0	3.8
Total Fixed Income	10,126,951	34.5	34.5	0.5	-0.9	0.5	0.5	1.6	1.8	2.0	3.1	4.7
BBgBarc US Aggregate TR				0.7	-1.5	-0.3	-0.4	0.6	1.4	2.0	2.5	3.7
Vanguard Total Bond Market Index	5,828,916	19.9	20.0	0.6	-1.7	-0.6	-0.5	0.5	1.3			
BBgBarc US Aggregate TR				0.7	-1.5	-0.3	-0.4	0.6	1.4	2.0	2.5	3.7
Vanguard Inflation-Protected Securities	2,006,946	6.8	7.0	0.3	-0.7	1.3	0.3					
BBgBarc US TIPS TR				0.4	-0.4	1.7	0.7	1.6	1.5	0.9	2.1	3.1
Guggenheim US Bank Loans	1,540,108	5.2	5.0	0.3	1.8	3.9						
Credit Suisse Leveraged Loans				0.2	2.3	4.6	4.5	6.0	4.2	4.1	4.5	5.0
BlackRock Strategic Income Opportunities	750,981	2.6	2.5									
3-Month Libor Total Return USD												



University of Maine System Pension Plan

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total GAA	8,229,888	28.0	27.5	0.3	-0.2	3.4	3.0	5.7	2.0	3.0	2.7	
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				-0.2	-0.2	8.0	8.3	9.8	5.9	6.3	5.6	4.4
Wellington	4,060,447	13.8	13.8	0.3	-0.7	5.8	6.7	10.3	4.8	6.0	3.9	
65% MSCI ACWI (Net) / 35% BBgBarc Global Agg				-0.2	-0.2	8.0	8.3	9.8	5.9	6.3	5.6	4.4
Newton Global Real Return	4,169,441	14.2	13.8	0.3	0.3	0.9	-0.9					
60% MSCI ACWI (Net) / 40% CITI WGBI				-0.4	-0.1	7.7	7.9	9.0	5.8	5.8	5.0	4.1
Total Alternative Investments	1,669,119	5.7	5.0	3.4	4.6	8.9	9.1	7.2	3.4	3.3	2.4	
HFRI Fund of Funds Composite Index				0.7	1.2	5.7	5.6	5.8	1.7	3.3	2.7	1.4
Lighthouse	1,669,119	5.7	5.0	3.4	6.8	12.0	12.1	8.9				
Credit Suisse Long Shrt Eqt USD				0.4	1.7	8.1	7.9	7.3	3.5	5.9	5.0	4.1
Total Real Assets	2,372,019	8.1	8.0									
Principal	2,372,019	8.1	8.0	0.6	3.5	7.5	8.6	8.6	9.7	10.7	11.4	4.5
NCREIF ODCE				0.0	2.2	6.3	8.1	8.2	10.0	11.4	11.8	5.1
Total Cash	398,354	1.4	3.0									
Distribution Account	398,354	1.4	3.0	0.1	0.5	0.9	1.0	0.6	0.4	0.2	0.2	0.3
91 Day T-Bills				0.2	0.7	1.2	1.3	0.9	0.6	0.4	0.3	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



University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	YTD (%)	Fiscal YTD (%)	1 Yr (%)	2 Yrs (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	291,395,603	100.0	100.0	0.3	0.5	2.5	2.5	3.4	2.0	2.0	2.2	2.4
Allocation Index				0.3	0.4	2.7	2.7	3.3	2.2	2.3	2.4	
Liquidity Pool Composite	53,422,767	18.3	25.0	0.1	0.6	1.0	1.1	0.8	0.6	0.4	0.4	0.5
State Pool	28,372,543	9.7		0.1	0.6	1.1	1.2	0.9	0.7	0.5	0.5	0.6
BOA General Fund	620,423	0.2		0.0	0.2	0.2	0.2	0.1	0.1	0.1	0.1	
Federated Gov't Obligations	2,106,460	0.7		0.1	0.6	1.0	1.1					
JP Morgan US Gov't Money Market Fund	22,323,341	7.7		0.1	0.6	1.0	1.0					
Citi 3mth Treasury Bill				0.1	0.6	1.2	1.2	0.8	0.6	0.4	0.3	0.3
Income Pool Composite	154,628,934	53.1	50.0	0.2	-0.1	0.8	0.8	1.7	1.5	1.6	2.0	3.1
Income Research + Management	77,248,409	26.5	26.7	0.4	0.0	0.1	0.1	0.6	0.8	0.9		
BBgBarc US Govt/Credit 1-3 Yr. TR				0.4	0.1	0.2	0.2	0.6	0.7	0.8	0.9	1.7
BlackRock Strategic Income Opportunities	21,863,800	7.5	6.7	-0.3	-0.3	2.1	2.3	4.0	2.2			
3-Month Libor Total Return USD				0.2	0.9	1.6	1.7	1.3	1.0	0.7	0.6	0.7
Loomis Sayles Bank Loans	22,205,928	7.6	6.7	0.1	1.5	3.3	3.3	4.1	3.3	3.2	3.8	4.1
Loomis Bank Loans Custom Index				0.0	1.6	3.7	3.8	4.3	3.7	3.9	4.3	5.2
Vanguard Total Bond Market Instl' Fund	16,718,099	5.7	5.0	0.6	-1.7	-0.5	-0.5	0.5	1.3	1.9	2.5	
BBgBarc US Aggregate TR				0.7	-1.5	-0.3	-0.4	0.6	1.4	2.0	2.5	3.7
Vanguard Inflation-Protected Securities	16,592,698	5.7	5.0	0.3	-0.7	1.3	0.3					
BBgBarc US TIPS TR				0.4	-0.4	1.7	0.7	1.6	1.5	0.9	2.1	3.1
Total Return Pool Composite	83,343,902	28.6	25.0	0.5	1.2	7.2	7.1	9.3	4.9	4.5	4.7	4.8
Lighthouse	15,059,208	5.2	5.0	3.4	6.8	12.0	12.1	8.9				
Credit Suisse Long Shrt Eqt USD				0.4	1.7	8.1	7.9	7.3	3.5	5.9	5.0	4.1
Newton Global Real Return	22,124,625	7.6	6.3	0.3	0.3	0.8	-0.9					
60% MSCI ACWI (Net)/ 40% BBgBarc Global Agg				-0.2	-0.3	7.5	7.8	9.2	5.7	5.9	5.3	4.3
PIMCO All Asset	21,337,293	7.3	6.3	-1.3	-1.0	5.4	5.6	9.9	4.8	3.4	4.1	5.1
Blended Index				0.5	-0.9	1.5	1.2	3.2	2.9	3.1	3.8	4.6
Vanguard Total World Stock Index	24,822,776	8.5	7.5	0.5	0.5	11.8	12.5	15.2	8.0	9.4		
FTSE Global All Cap Index				0.4	0.5	12.0	12.7	15.2	8.1	9.4	8.1	4.7



University of Maine System Operating Fund

TOTAL PLAN PERFORMANCE

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



June 28, 2018

To: Board of Trustees

From: Ryan Low, Vice Chancellor for Finance and Administration

This memo is a slightly updated version of a memo that went to FFT members earlier this month.

At next month's Board of Trustee meeting I will be presenting the recommended new Allocation Model for the University of Maine System. The model is the first substantial change to the way UMS allocates state appropriation in the fifty year history of the System. The model is the result of nearly three years of hard work and I am very excited to present our work to the Board next month.

Rather than spend time reviewing the workings of the model at the Board meeting, I'd like to provide you a link to a narrated version of the presentation. It's about 20 minutes long and is similar to the version I presented at each campus during multiple campus visits this spring.

https://thinkmissionexcellence.maine.edu/blog/2018/05/31/new-materials-posted-and-feedback-survey-extended-appropriation-allocation-model/

I would encourage you to view the presentation in advance of the meeting and come prepared with questions and/or comments about the model next month. Based on feedback, the team has made a few adjustments to the model since we produced the video - I'll discuss those changes at the meeting.

You can also find additional background material on the model - definitions, data sources, methodology and other information - at the following link:

https://thinkmissionexcellence.maine.edu/wp-content/uploads/sites/1/2018/05/UMS-Appropriation-Allocation-Model-Full-Proposal-and-Background-Information.pdf

In addition to answering any questions you might have, I'll spend probably 15 minutes providing a bit of information on our process and feedback loop to date.

I look forward to the discussion and please don't hesitate to reach out to me in advance if I can provide any assistance in advance.

Thanks,

Ryan Low

Board of Trustees Meeting - Attachments



Board of Trustees

James R. Erwin, Chair Kelly A. Martin, Vice Chair James H. Page, Chancellor Ellen N. Doughty, Clerk of the Board Heather A. Massey, Staff Associate for the Board

COMMITTEE ASSIGNMENTS 2018 - 2019

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Gregory G. Johnson, Chair (until 9/17/18) Lisa Marchese Eames, Chair (as of 9/18/18) James R. Erwin M. Michelle Hood Trevor J. Hustus David M. MacMahon Kelly A. Martin Betsev M. Timm Non-Trustee/Non-Voting Members:

Angel Loredo

Faculty Representatives:
Patti Miles, UM Timothy Surrette, UMA Clyde Mitchell, UMF Leo Trudel, UMFK Heather Ball, UMM Lisa Leduc, UMPI Elizabeth Turesky, USM

Student Representatives:
Abigail Roche, UM Grad. Student
Teresa Plummer, USM Grad. Student Lukas Lagasse, UM

Samuel Attwood, UMA Isaac Michaud, UMF Duane Belanger, UMFK Alayna Caricofe, UMM Evangelos Zarkadas, UMPI Dylan Reynolds, USM

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HUMAN RESOURCES & LABOR RELATIONS COMMITTEE

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INVESTMENT COMMITTEE

Kelly A. Martin, Chair James O. Donnelly James R. Erwin Mark R. Gardner Shawn H. Moody Karl W. Turner

Non-Trustee/Non-Voting Members: Peter Handy (1st term exp. 9/25/20) Erik Haywood (1st term exp. 10/8/18) Robert Blackwood (1st term exp. 9/7/19)

BOARD OF TRUSTEE / BOARD OF VISITOR EXECUTIVE COMMITTEE

James R. Erwin (exp. 2019) Samuel W. Collins (exp. 2019)

UNIVERSITY OF MAINE FOUNDATION

James O. Donnelly (exp. 2019) Gregory G. Johnson (exp. 2019) Karl W. Tuner (exp. 2019)

PULP AND PAPER FOUNDATION

Mark R. Gardner (exp. 2019)

UMS Representative to the MAINE PUBLIC BROADCASTING CORP.

Kathy Olmstead (exp. 2022)

The Board Chair and Vice Chair are ex-officio voting members of all Board Committees and the Chancellor is an ex-officio non-voting member of all Board Committees

6/27/2018

University of Maine System

Shawn H. Moody

Whereas, Mr. Shawn H. Moody served as a member of the University of Maine System Board of Trustees from April 1, 2014 to May 26, 2018;

Mereas, Mr. Moody served on the Human Resources & Labor Relations Committee and the Investment Committee since 2014 and has been a member of the Executive Committee for the past two years;

Ownereas, Mr. Moody is the first Trustee to be appointed as a Trustee for both the University of Maine System and the Maine Community College System;

Whereas, through his dedicated work with both Boards, he has assisted with strengthening the collaborative initiatives between the two Systems;

Whereas, the University of Maine System has benefited from Mr. Moody's student focused perspective as well as his experience as a business owner and champion of employee engagement;

Whereas, Mr. Moody has a deep appreciation for the value of higher education for Maine students and for the wellbeing of the State;

Whereas, Mr. Moody is committed to inclusive communication and leadership to strengthen the University of Maine System;

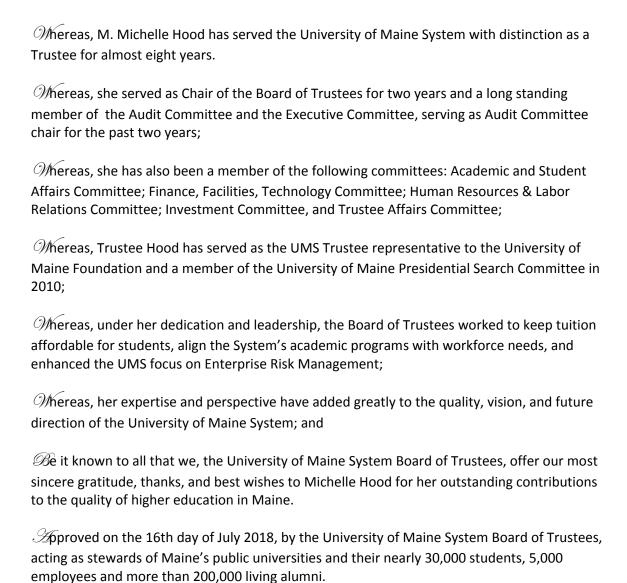
Whereas, effective May 26, 2018 Mr. Moody will complete his service as a member of the Board of Trustees;

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 Shawn H. Moody for his outstanding contributions to the quality of higher education in Maine.

Approved on the 16th day of July 2018, by the University of Maine System Board of Trustees, acting as stewards of Maine's public universities and their nearly 30,000 students, 5,000 employees and more than 200,000 living alumni.

University of Maine System

M. Michelle Hood



University of Maine System Karen "Kay" S. Kimball

Whereas, Karen "Kay" S. Kimball has served the University of Maine at Machias since 1999;

Whereas, she has held positions of Assistant Professor of History, Associate Professor, Chair of the Arts and Letters divison, Assistant Provost for Academic Services, and Interim Provost and Vice President for Academic Affairs;

Whereas, in July 2017 she was appointed UMM's first Vice President for Academic Affairs and Head of Campus responsible for significant portions of the UMM's strategic planning, academic programming, regional service, and accreditation efforts;

Whereas, one of her major accomplishments has been her work with six other partner organizations in developing the innovative Family Futures Downeast program, a nationally recognized two-generation education and workforce development program to lift Washington County families out of poverty;

Whereas, her leadership has been critical in developing and implementing the primary partnership between UMM and UM. In fact, a long-promised sabbatical has been postponed three times while she helped lead her campus in the new direction;

Whereas, altogether over the past two years, she has made 67 trips to Orono and logged 244 hours in electronic meetings for system initiatives and partnership work;

Whereas, Dr. Kimball values the twin pillars of public higher education: fostering student success in all its complexities, and furthering the mission of public service. Her life at Maine's Coastal University has allowed her to embrace both;

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 Kay Kimball for her outstanding contributions to the quality of higher education in Maine.

Approved on the 16th day of July, 2018, by a grateful University of Maine System Board of Trustees, acting as stewards of Maine's public universities and their 30,000 students, 5,000 employees and more than 200,000 living alumni.



University of Maine System Named Chairs and Professorships FY18 - FY23

Campus	Chair/Professorship/Libra	Name	Position Title	Annual Compen sation	Operating Budget	Start Date	End Date	Expires (FY)
UM	Curtis M. Hutchins Professorship of Forest Ecosystem Management	Robert Seymour	Professor of Forest Resources	\$6,000		9/1/1987	8/31/2017	2018
UM	Frank H. Taylor Distinguished Professorship in Civil Engineering	Eric Landis	Professor of Civil Engineering	\$0		9/1/2007	8/31/2017	2018
UM	Trustee Professor	Dr. Stephen Gilson	Professor of Social Work	\$125,000		9/1/2017	8/31/2018	2018
UMA	Trustee Professor	Dr. Lisa Botshon	Professor of English	\$5,300		1/22/2018	5/30/2018	2018
UMA	Libra Professor	Dr. Kristen Gleason		\$50,000		8/28/2017	5/30/2018	2018
UMF	Trustee Professor	Dr. Jonathan R. Cohen	Professor of Philosophy	\$5,000		9/1/2017	5/31/2018	2018
UMF	Libra professor	Dr. Christos Teazis		\$35,550		2018	6/1/2018	2018
UMFK	Trustee Professor	Dr. Kim Borges	Professor of Environmental Studies	\$12,500	\$64,472	7/1/2017	6/30/2018	2018
UMM	Trustee Professor	Dr. Jamie Moreira	Associate Professor of Community Studies & Antl	\$55,169		8/28/2017	5/31/2018	2018
UMPI	Trustee Professor	Dr. Chunzeng Wang	Professor of Math & Science	\$69,360	\$12,500	Sep-17	6/30/2018	2018
USM	Trustee Professor	Dr. Ira Levine	Professor of Natural and Applied Sciences	\$12,500		7/1/2017	6/30/2018	2018
UM	Irving Chair for Forest Ecosystem Management	Aaron Weiskittel	Associate Professor of Forest Biometrics	\$15,000		9/1/2015	8/31/2018	2019
UM	Malcolm G. Long Professorship in Civil Engineering	Roberto Lopez-Anido	Professor of Civil Engineering	\$12,000		9/1/2008	8/31/2018	2019
UM	Mark and Marcia Bailey Professorship of Speech and Theatre	Nathan Stormer	Associate Professor of Communication & Journalism	\$1,000		9/1/2008	8/31/2018	2019
UM	Trustee Professorship	Dr. Ramesh Gupta	Professor of Mathematics and Statistics	\$12,500		9/1/2018	5/31/2019	2019
UM	Libra Professor	Dr. Damon Williams		\$15,000		9/1/2018	5/31/2019	2019
UMA	Trustee Professorship	Dr. Elizabeth Powers	Assistant Professor of English	\$14,935		9/1/2018	6/1/2019	2019
UMF	Trustee Professorship	Dr. Michael Johnson	Professor of English	\$5,000		9/1/2018	6/1/2019	2019
UMFK	Trustee Professorship	Dr. Scott Brickman	professor of Music and Education	\$12,500		9/1/2018	5/31/2019	2019
USM	Trustee Professorship	Dr. Kim Grant	Associate Professor of Art History	\$12,500		9/1/2018	5/31/2019	2019

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Campus	Chair/Professorship/Libra	Name	Position Title	Annual Compen sation	Operating Start Date Budget	End Date	Expires (FY)
UM	Dr. Waldo "Mac" Libbey '44 Professor	Yifeng Zhu	Associate Professor of Electrical & Computer Engineering	\$2,400	1/1/2015	12/31/2019	2020
UM	George H. Denton Libra Professor of Earth Sciences	Aaron Putnam	George H. Denton Assistant Professor of Earth Sciences	\$43,000	9/1/2015	8/31/2019	2020
UM	Libra Professor	Heather Leslie	Director of the Darling Marine Center	\$15,000	9/1/2015	8/31/2019	2020
UM	Roger Clapp Castle and Virginia Averill Castle Distinguished Professor of Electrical Engineering	Mauricio Pereira da Cunha	Professor of Electrical & Computer Engineering	\$9,600	1/1/2015	12/31/2019	2020
UM	Adelaide C. Bird and Alan L. Bird Professorship in History	Elizabeth McKillen	Professor of History	\$4,000	9/1/2015	8/31/2020	2021
UM	Adelaide C. Bird and Alan L. Bird Professorship in History	Stephen Miller	Professor of History	\$4,000	9/1/2015	8/31/2020	2021
UM	C. Ann Merrifield Professorship in Science Education	Michelle Smith	Assistant Professor of Biological Sciences	\$5,000	9/1/2015	8/31/2020	2021
UM	Henry W. Saunders Distinguished Professor of Hardwood Silviculture	Robert Wagner	Director of the Cooperative Forestry Research Unit and Professor of Forest Ecosystem Science	\$7,000	7/1/2004	3/31/2021	2021
UM	Louis C. Calder Professorship in Pulp and Paper Technology	Douglas Bousfield	Professor of Chemical Engineering	\$10,000	1/1/2016	12/31/2020	2021
UM	Edwin L. Giddings Professor of Forest Policy	Adam Daigneault	Associate Professor of Forest Resources	\$5,000	10/1/2016	9/30/2021	2021
UM	Bailey Professorship	Dr. Daniel Bilodeau	Associate Professor of Theatre	\$2,000	9/1/2018	8/31/2023	2023
UM	McConnell Professorship	Dr. Richard Borgman	Professor of Finance	\$7,000	1/1/2018	8/31/2023	2023
USM	Edward S. Godfrey Professor	Peter Pitegoff	Professor of Law	\$10,000	2005	-	ongoing
USM	USM Distinguished Professor	Burt Louden	Professor of Philosophy	\$2,500	2012	-	ongoing
UM	Libra Professor	Daniel Tillapaugh		\$10,876	Spring 18		
UMFK	Libra Professor	Debby Irving	Racial Justice educator	\$9,500	spring 19		

Capital Project Status Report

Executive Summary

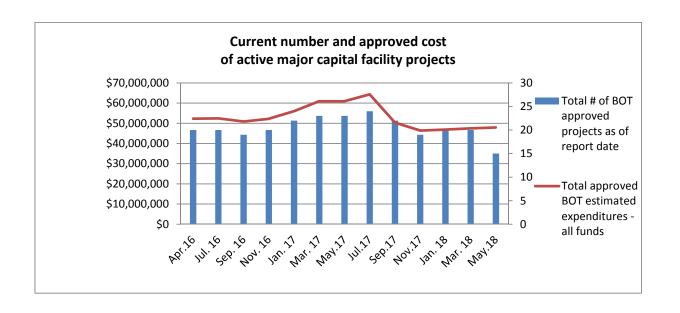
July 2018

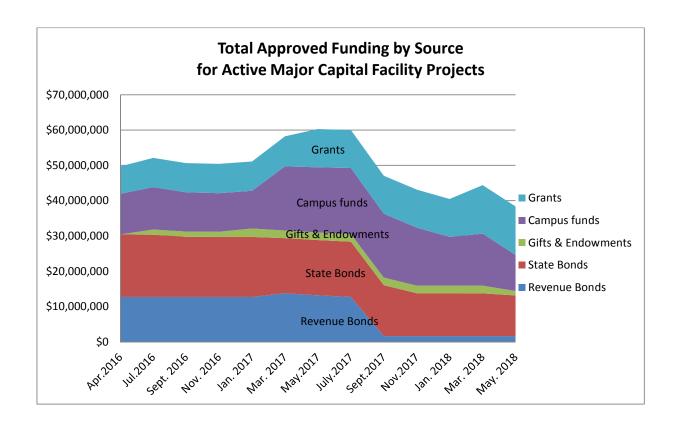
Attached is the Capital Project Status Report for the July 16, 2018 meeting of the Board of Trustees.

The report reflects a total of 15 projects, with six projects being removed since the previous report, and one new project added to this report.

The six projects removed from this report include five USM projects: Campus Card Access Install (6100271), Gorham Softball Field Improvements (6200181), Brooks Kitchen Exhaust Upgrade (6100245), Costello Field House Floor Replacement (6100280), Science Building Renovations & Build-Out (6100274); and one UMM project: Science Building Laboratory Upgrade (4100027).

One new project has been added to this report. That is the Corthell Hall HVAC Upgrades project (6100295) which was approved for expenditures up to \$550,000 at the May 2018 Board meeting.





6/28/2018

Capital Project Status Report

Board Approved Projects July 2018 - Board of Trustees

With Grand Totals and % of Current Approved Estimates

% Expended											
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	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 Design 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%)	Construction in Progress	2016	2018	\$9,000,000	\$9,400,000	92%	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%)	Construction in Progress	2017	2018	\$2,300,000	\$2,800,000	30%	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%)	Substantially Complete	2017	2018	\$1,900,000	\$1,900,000	76%	Board approved \$1.9M in March, 2017			
Memorial Union Bear's Den Renovations (5100427)	Campus AUX Funds (100%)	Complete	2017	2018	\$3,600,000	\$3,600,000	90%	Board approved \$3.6M in March, 2017			
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	2017 University Bond (100%)	Design in Progress	2017	2018	\$3,000,000	\$3,000,000	0.68%	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	\$8,000,000	5%	Board approved \$1M in September, 2017. Board approved \$8M in May, 2018.			
Wells Commons Generator (5100433)	Campus Auxiliary Reserves (100%)	Construction in Progress	2019	2019	\$525,000	\$525,000	2%	Board approved \$525,000 January, 2018.			
UMF											
Science Labs Renovations (Preble & Ricker (2100065, 2100068)	2013 Lab & Class State Bond (100%)	Substantially Complete	2014	2018	\$1,377,000	\$1,377,000	88%	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	2018	\$1,800,000	\$1,800,000	84%	Board approved \$1.8M in July 2014.			
Card Access Project (4100036, 41000037)	Campus E&G Funds (21%), Campus Auxiliary Funds (79%)	Substantially Complete	2018	2018	\$571,000	\$597,500	69%	Board approved \$571,000 in July, 2017. Change in project cost to \$597,500 (4.6% change) approved by Chancellor in October 2017 per Trustee policy 701.			

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Board of Trustees Meeting - Reports

			Original		Original	Current	% Expended of Current	
	Funding Source(s) & each source's		Estimated	Current Est.	Approved	Approved	Approved	
Campus, Project Name (Project ID)	share of expenditures to date	Status	Completion	Completion	Estimate	Estimate	Estimate	Prior Actions, Information & Notes
USM								
Athletic Field Lighting (6100289)	Campus E&G Funds (100%)	Construction in Progress	2018	2018	\$1,780,000	\$1,780,000	2%	Board approved \$1.78M in March, 2018.
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%)	Construction in Progress	2018	2018	\$550,000	\$550,000	17%	Board approved \$550K in May, 2018.
Explanatory Notes:								
* Project is new as of this report.	Funding source(s) reflects primary		Calendar Year	unless otherwise			Percentage exper	nded reflects total expended as of May 31, 2018 as a
** Details of this project include updates since	source(s) for project.		no	ted.			percenta	age of the current approved project estimate.
the last report.								
*** This project has been completed since the								
last report and is not expected to appear on the								
next report.								

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: <u>Fiscal Matters</u>

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



University of Maine System Management Group Appointments/Changes 03/1/2018 - 7/1/2018

Campus	Name	Position Title	Effective Date	Prior Salary	New Salary	Previous Position Title	Notes
UM	Jenkins, Kim-Marie	Interim UM Chief of Staff	3/16/2018	\$ 80,621	\$ 129,727	Senior Partner for OE	Promotion
UM	Settele, James D.	Director of Athletics	3/12/2018	\$ 129,727	\$ 183,855	5 UM Chief of Staff	Promotion
UM	Weber, J. Michael	Dean of the Graduate School of Business	7/1/2018		\$ 190,000		New Hire
UMF	Brown, Eric C.	Interim UMF President	7/1/2018	\$ 132,000	\$ 155,000	Provost and VP for Academic Affairs	Promotion
UMPI	Blackstone, Barbara	Dean of the College of Education	6/1/2018				Addition to Management Group
UMPI	Johnston, Jason	Dean of the College of Liberal Arts and Sciences	6/1/2018				Addition to Management Group
UMPI	Pearson, Vanessa	Interim Dean of Students	6/1/2018				Addition to Management Group
UMPI	Roark, Deborah	Executive Director of University Advancement	6/1/2018				Addition to Management Group
UMPI/UMFK	Towers, Jason	Executive Director of Enrollment Management	6/1/2018		\$ 93,500)	New Hire
UMS	Doughty, Ellen N.	Clerk of the Board of Trustees	4/1/2018	\$ 85,000	\$ 95,000	Interim Clerk of the Board of Trustees	Promotion
UMS	Fevry, Beatrice	Chief Business Officer - USM	5/14/2018		\$ 140,000)	New Hire
UMS	Schmelz, Mark	Chief Human Resources Officer	5/1/2018	\$ 155,000	\$ 185,000	Interim CHRO	Promotion
USM	Qualls, Jeremy	Dean of the College of Science, Technology and Health	7/1/2018		\$ 140,000)	New Hire
USM	Toy, Brian J.	Acting Dean of Lewiston Auburn College	4/1/2018	\$ 89,200	\$ 130,000	Associate Professor of Sports	Promotion



Appropriation Allocation Model Summary

RYAN LOW
VICE CHANCELLOR FOR FINANCE
AND ADMINISTRATION















July 16, 2018



Finance Team Charter

- · Financial aid directors
- Student government leaders
- Faculty representatives (deans, chain, etc.)

1/11/16

Finance Task Team Charter

Purpose

To establish the roles and responsibilities of the task team of Finance on: Allocation Model.

Charge

The task team of Finance: Allocation model has responsibility for successful completion of the analysis of options and a set of recommendations by March 30, 2016

Task teams are to use the first two steps of the four-step process of: analysis, design, implementation and audit.

This finance sub-team is to study the finance topic, narrow the set of options, and recommend one for adoption. Updates and recommendations are to be delivered to the CBO/finance group that established this charter. Ryan Low (CFO) is the final decision-maker of questions about this charter and what recommendations get taken to the chancellor and BOT.

The task team's draft report is due April 15, 2016.

Scope of the effort 1

- · Includes policy regarding allocation of resources system-wide
- · Analysis and recommendation should address tuition, fees, appropriation, MEIF, state appropriation,
- · Both operations and capital allocation
- · Discuss methods for allocation of research / public service missions
- · Whether tuition and /or fees stay on campuses or are consolidated
- · Measures of performance
- · Transition plan from current to future states
- · Process to yet enrollment projections in the budgets
- · Part of the recommendation needs to include a feedback and adjustment to budget based on actual/budget enrollment
- · Includes future debt service

Does not include current debt service

Key deliverables

Deliverables include:

- 1. List of key stakeholders for this topic (three rings of stakeholders: a) on team, b) need tight consultation throughout process, and c) get some input and/or review).2
- 2. Summary of all inputs, including benchmarked models (details can be placed in an Appendix)

Page 1 of 3

r the team to incorporate and/or test as part of its work

in lexicon (definitions) of terms and concepts

sendation(s), with supporting rational

ed phases / timeline for transition. y of any minority opinions

ndation will be made in the context of enhancing campus differentiated niches and the overall

gion of how the task team narrowed the options, and selected the recommended option (if

(or equivalent) analysis of the options (or narrowed options if options number more than 3 in

will be led by Ryan Low, and consist of the following members:

Wdner

res that should be part of the team's analysis (consideration)

e whole continuum between the two endpoints of one budget and allocation

led (hybrid) model

4s for ALL sub-teams to have as a design criteria

be recommended solution motivate/incent the behaviors we want?

positively impact multi-campus students?

positively impact collaborative-degree programs?

positively influence customer service to students employees?

sessment/reflection/review/audit piece built in?

ny check against accreditation standards.

ider in rings 2 or 3

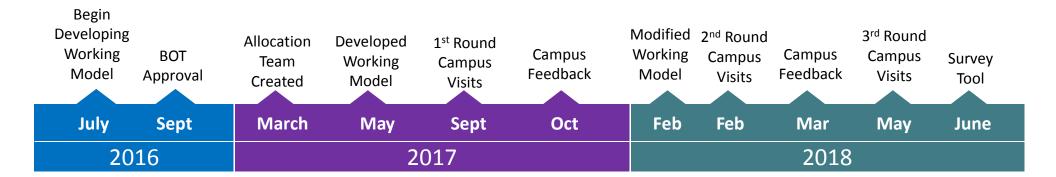
nagers G/Grad)

Page 2 of 3

Includes F&A recovery, allocation of doubtful accounts (but these were decided to be on a 2" or 3" level)

³ There is a fourth ring: "all UMS employees", but this will be taken care of by Ryan and OE

Timeline





Begin Developing Working Model





BOT Approval





Allocation Team Members

Ryan Low, Vice Chancellor for Finance & Administration, UMS

Miriam White, Vice President Budget & Financial Analysis, UMS

Claire Strickland, Chief Business Officer, UM & UMM

Laurie Gardner, Chief Business Officer, UMF

Pam Ashby, Chief Business Officer, UMFK

Buster Neel, Chief Business Officer, USM

Advisors

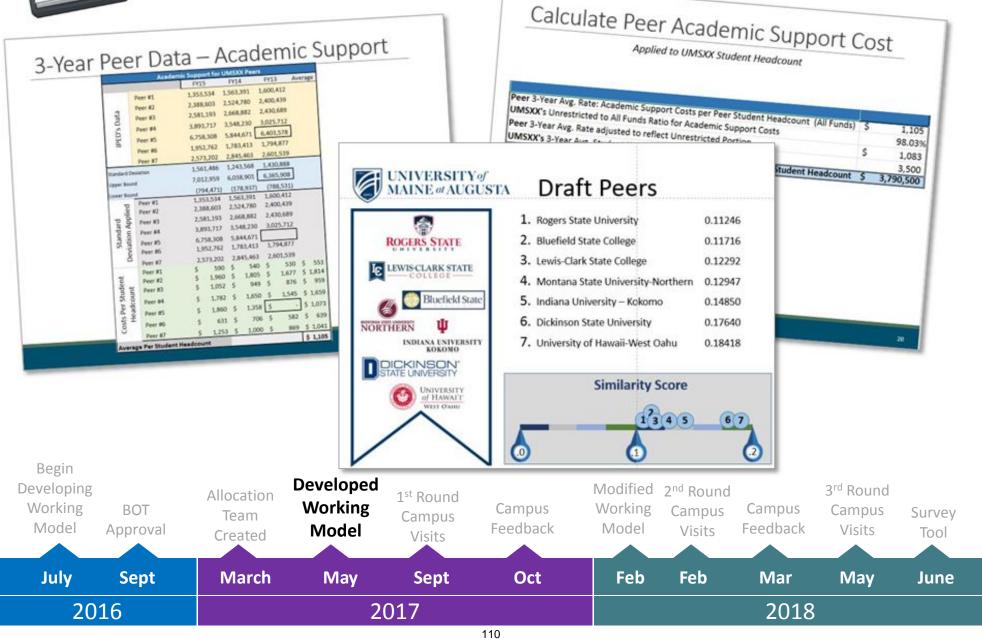
Robert Placido, Associate Vice Chancellor for Academic Affairs, UMS

David Jones, Financial Analyst, UMS

Begin Developing Working BOT Model Appro	Allocation Team Created	Developed Working Model	1 st Round Campus Visits	Campus Feedback	Modified Working Model	2 nd Round Campus Visits	Campus Feedback	3 rd Round Campus Visits	Survey	
July Sep	March	May	Sept	Oct	Feb	Feb	Mar	May	June	
2016		2017				2018				



Developed Working Model





1st Round Campus Visits



- Determine comparable peer cost data for model variables such as:
 - Instructional support
 - Student Services
 - Libraries
 - Institutional support
- Determine % of in-state student cost to be subsidized by appropriation





Begin Developing Working BOT Model Approval	Allocation D Team Created	Developed Working Model	1 st Round Campus Visits	Campus Feedback	Modified Working Model	2 nd Round Campus Visits	Campus Feedback	3 rd Round Campus Visits	Survey	
July Sept	March	May	Sept	Oct	Feb	Feb	Mar	May	June	
2016 20			2018							
111										



Campus Feedback and Comments

- Board of Trustees
- Presidents Council
- Campus Open Forums
- Presidential Cabinets

- Chief Business Officers
- Chief Academic Officers
- Enrollment
 Management Council
- Many others...

Begin Developing Working Model	BOT Approval	Allocation Team Created	Developed Working Model	1 st Round Campus Visits	Campus Feedback	Modified Working Model	2 nd Round Campus Visits	Campus Feedback	3 rd Round Campus Visits	Survey	
July	Sept	March	May	Sept	Oct	Feb	Feb	Mar	May	June	
20)16	2017					2018				



Modified Working Model

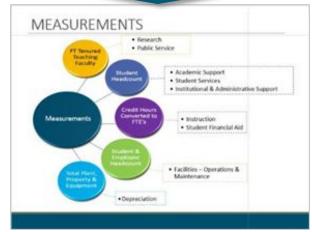
3 most recent years of IPEDs spending data, adjusted for inflation, from campus peers across 9 cost centers, to create a peer average

Adjust peer averages by identifying Education & General (E&G) spending as % of all IPED's spending in that cost center

Multiply adjusted average of peers by campus specific metric

Peer Cost Centers & Examples of Expenses F. Institutional & Administrative A. Instruction - Nursing, English, Humanities Support - Business Office. Human Resources, Development B. Research G. Facilities, Operations & C. Public Service - Center on Maintenance - Utilities, Aging, Legal Aid Clinic. Custodial Conferencing Services H. Depreciation - Capital Assets D. Academic Support - Library, I. Student Financial Aid -Deans, International Program Institutional Aid only E. Student Services -Recruitment/Admissions, Financial Aid Office

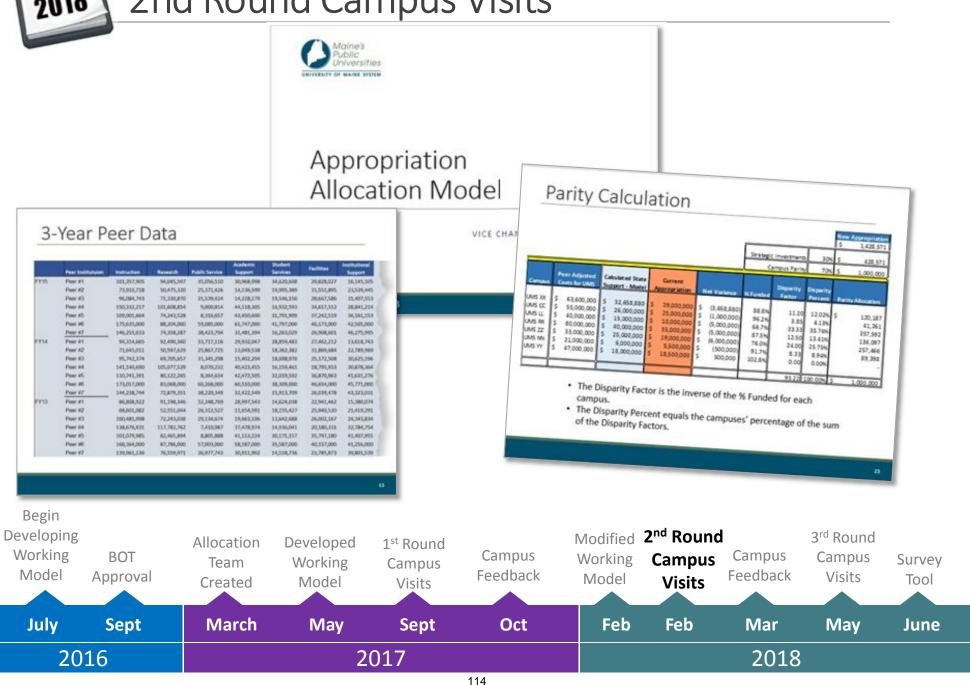




Begin Developing Working Model	BOT Approval	Allocation Team Created	Developed Working Model	1 st Round Campus Visits	Campus Feedback	Modified Working Model	2 nd Round Campus Visits	Campus Feedback	3 rd Round Campus Visits	Survey Tool	
July	Sept	March	May	Sept	Oct	Feb	Feb	Mar	May	June	
20	16	2017					2018				



2nd Round Campus Visits





Campus Feedback & Comments Received

312 feedback/comments/questions were received, 79 unduplicated. The Team discussed each comment and prepared a written response. As a result of this feedback, the following changes were implemented in the model:

Methodology to calculate E&G Scholarship Expense

Averaging data at strategic point rather than just at a final calculation

Use credit hours to calculate FTE rather than using IPEDS FTEs

Plan for when/how campuses can update peers

Model Approval Model Created

Methodology to recognize the differences in IPEDS data between "0" and " " (blank) and resulting impact on averaging functions

Full-time Teaching Tenured and Tenure Track Faculty is the metric for Research & Public Service

> Increase the State's share of in-state graduate funding to 40%

Modified Campus Working Feedback Model

2nd Round Campus

Visits

Campus

Feedback

3rd Round Campus Visits

Survey Tool

July Sept 2016

March

May

Sept Oct 2017

Round

ampus

Visits

Feb

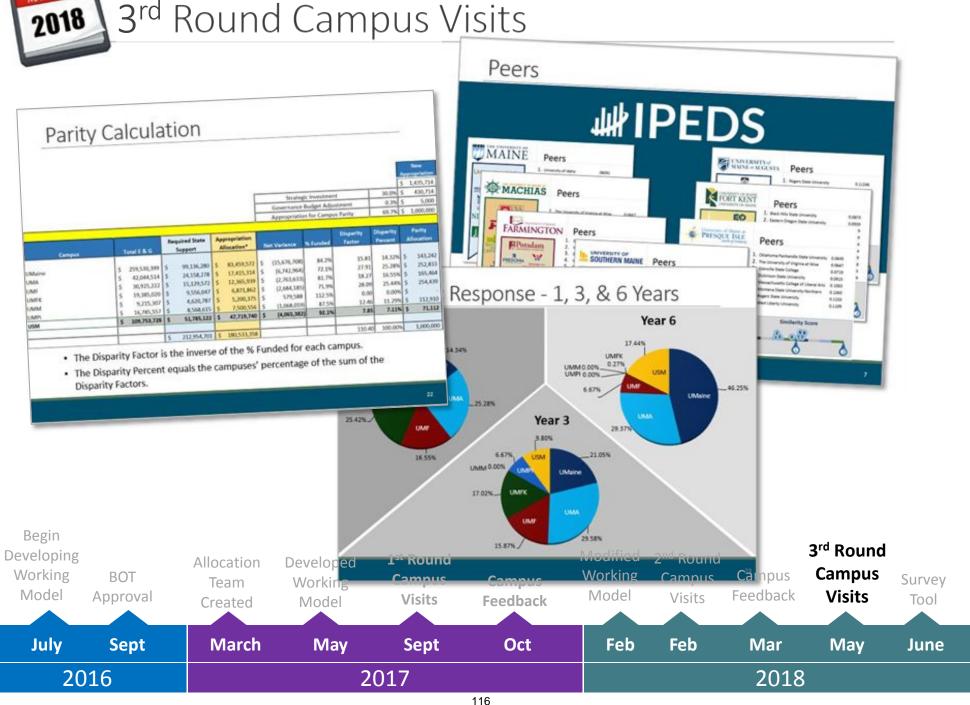
Feb

Mar

2018

May

June





Survey Tool



Begin Developing Modified 2nd Round 3rd Round 1st Round Developed Allocation Campus Survey Working Working Campus **BOT** Campus Campus Campus Team Working **Feedback** Tool Model Model Feedback Approval Visits Visits **Visits** Created Model July Sept May Sept May March Oct Feb Feb Mar June 2016 2017 2018

Questions

