

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

hosted by the University of Maine
January 26-27, 2020

Board of Trustees Meeting

Present: James Erwin, Chair; Mark Gardner, Vice Chair Pro tem; Kelly Martin (by phone), Samuel Collins, Timothy Doak, Patrica Riley, Gregory Johnson (by phone), Pender Makin, James Donnelly (by phone), Trevor Hustus, David MacMahon, Sven Bartholomew, Michael Michaud, Lisa Eames and Betsey Timm. **Chancellor:** Dannel Malloy. **Faculty Representatives:** Heather Ball, Timothy Surette, Clyde Mitchell, Lisa Leduc, Patti Miles, Matthew Bampton, and Kennedy Rubert-Nason. **Student Representatives:** Nathan Carlow, Teresa Plummer, Abby Despres, Ameya Karapurkar, David Ballard, Abby Roche, and Hunter Chesley. **University Presidents:** Glenn Cummings, Joan Ferrini-Mundy, Ray Rice, Tex Boggs, and Rebecca Wyke. **System Staff:** Robert Placido, Dan Demeritt, David Demers, Ellen Doughty, Chip Gavin, Ryan Low, Kim Jenkins, Kay Kimball, Tracy Elliott, Rosa Redonnett, James Thelen, Sam Warren and Chris Lindstrom.

Absent: None.

Sunday, January 26, 2020

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

EXECUTIVE SESSION

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

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

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

Trustee Erwin, Chair, called the Public meeting to order and welcomed everyone. He thanked UM President Joan Ferrini-Mundy for hosting the Board of Trustees meeting. He then welcomed UM Board of Visitors Chair, Mr. Philip Hamilton to the Board table. Chair Erwin then turned the meeting over to Chancellor Malloy who spoke briefly about the UMS Making the Grade Initiative. Chancellor Malloy explained that the UMS Making the Grade Initiative is a program that allows first year students to retake a class that they failed during their first semester, at no cost to the student. The program was launched for the Spring 2020 semester. Chancellor Malloy introduced one of the students who would be taking advantage of this program and announced that he and several other of the Making the Grade students were invited to attend the Board meeting dinner to discuss the program.

The MaineMBA Update

UM Dean of the Graduate School of Business, Dr. Michael Weber presented an overview and discussion of the MaineMBA initiative, which has yielded significant enrollment gains, global rankings, and Statewide collaborations. Dr. Webber provided information about the investments that have been made into the MaineMBA program, which includes faculty and staff hiring and professional development, Smart Classroom additions at UM and USM, and marketing campaigns to spread awareness of the program and to provide more information about the MaineMBA student experience. Dr. Webber explained that faculty from UM, USM, UMF, and UMPI are all working together to design innovative academic programs and accelerated graduate pathways. MaineMBA enrollment initiatives include reduced non-resident tuition rates, creation of accelerated graduate pathways within the UMS and with the potential of other higher education facilities in the State, and the creation of competitive tuition rates and admission pathways with the help of Maine business partners. The MaineMBA online program is now ranked #47 by U.S. News & World Report, which is a tie with Baylor, Delaware, and Pepperdine. The MaineMBA online program ranked #90 in 2019 and #131 in 2018. Dr. Webber stated that the investments into the program along with the enrollment initiatives have largely contributed to the substantial change in these statistics.

Meeting with the UM Board of Visitors

Members of the UM Boards of Visitors (BOV) met with the Board of Trustees for a discussion of campus BOV strategic goals and concerns. President Ferrini-Mundy welcomed the UM BOV members and thanked them for putting together the agenda for the BOV meeting with the Board of Trustees. She introduced UM BOV Chair, Mr. Philip Hamilton, who introduced the other UM BOV members present and provided a brief overview of the agenda for the BOV meeting with the Trustees. Mr. Hamilton led a panel discussion with the other UM BOV members present. The panel discussed the critical role that research, development, and commercialization play in continually enriching the quality of a University of Maine education. After the panel discussion, President Ferrini-Mundy talked briefly about the cyclic bi-directional connection between research, development and innovation. She explained that these three basic concepts are the foundation that build talent for the workforce of today and tomorrow and that they also support and drive economic development in the state of Maine and beyond.

Monday, January 27, 2020

Trustee Erwin, Chair, reconvened the meeting and welcomed everyone and stated that Trustee Donnelly, Trustee Martin, Trustee Johnston and President Ferrini-Mundy would be participating by phone.

CITIZEN COMMENT

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

Jim McClymer – Unified Accreditation

CHAIR'S REPORT

Trustee James Erwin thanked UM President Joan Ferrini-Mundy and the UM Staff for their hospitality while hosting the Board of Trustees meeting at UM. He welcomed UM Board of Visitors Chair, Mr. Philip Hamilton to the Board table. Chair Erwin invited UM Interim Executive Vice President for Academic Affairs and Provost, Dr. Faye Gilbert to the Board table. Dr. Gilbert was at the Board table to represent President Ferrini-Mundy, who was unable to be in person that day. Trustee Erwin state that UM Graduate Student Representative, Ms. Abigail Roche's term had come to an end and he presented her with a certificate for her dedicated service as a Student Representative to the Board of Trustees. Ms. Roche had been the UM Graduate Student Representative since January 2018.

UMFK Presidential Search Update

Trustee Mike Michaud, member of the UMFK Presidential Search Committee, provided a brief update on the status of the UMFK Presidential search process. Since the start of the search in September 2019, the UMFK Presidential Search Committee has been contacted by a strong pool of applicants. Trustee Michaud explained the composition of the UMFK Presidential Search Committee and stated that the full roster of Search Committee members can be located on the UMFK Presidential Search website. Over the past few months the Search Committee has been working diligently to recruit and assess the potential candidates. The Search Committee will be moving into the public phase of the search, at which time candidates will be announced and bios and resumes will be posted to the search website. They will also schedule UMFK campus visits with the finalist candidates, at which time open sessions will be held to provide an opportunity for the campus community to meet with the candidates and provide feedback to the Search Committee. Campus visits are anticipated to occur in early to mid-February and the announcement of campus visits will occur as soon as finalist candidates are confirmed.

New England Commission of Higher Education Annual Conference

Trustee Erwin provided a brief update about his attendance at the annual New England Commission of Higher Education (NECHE) conference in December. Trustee Erwin was asked to participate in a panel discussion with other Board Chairs, where they discussed the challenges of change. He explained it was an opportunity to talk about UMS Unified Accreditation, the circumstances surround this change, and why the UMS Board of Trustees believes this is an important step for the System. Trustee Erwin said that many higher education systems in New England are facing similar challenges and it was rewarding to see that UMS seems to be ahead of the curve on addressing these challenges. He thanked the other UMS Trustees and System leadership for their diligence and dedication to overcome these challenges and form a plan to move forward with Unified Accreditation.

CHANCELLOR'S REPORT

Chancellor Dannel Malloy stated that System leadership is moving rapidly to address the challenges that UMS faces. For instance, in order to address some of the challenges at the Maine Law School several measures have been taken, including a realignment of the reporting structure, approval to fill three vacant positions, and a nationwide search for the next successful Dean of the Maine Law School. UMS has also been working diligently to increase student retention across all campuses. One student retention initiative is the increase in the amount of debt a UMS student can owe UMS and still be able to register for the following semester. In the past, if a UMS student owed \$100 when it was time to register for the next term, they would not be allowed to register and consequently would leave the institution; however, this amount was recently raised to \$1000. Chancellor Malloy explained that the Make the Grade Program, which was described earlier in the meeting is another UMS student retention initiative. He stated that without significant improvements in student retention, UMS will continue to struggle financially and that he plans to continue to find new ways to improve these statistics going forward.

University of Maine Graduate and Professional Center Update

A lot of work has been accomplished in order to bring Maine graduate programs into a single facility on a cooperative basis. The Maine Center will offer more courses, more degree programs, and allow for greater collaboration across the State. UMS has lowered the ask amount for funds for this building to ensure it will continue to be affordable; however, UMS still anticipates philanthropic support for this project as well. Additionally, the Board of Trustees recently approved a reduced tuition rate for out-of-state students wishing to attend a graduate program at the Maine Center, which should bolster enrollment.

ACTION ITEMS

Unified Accreditation Authorization.

Chancellor Malloy stated that when he was first hired and attended his first Board of Trustees meeting, the Trustees charged him with making a recommendation at the following Board meeting in regards to reorganization of the System, including the possibility of pursuing Unified Accreditation. At the September 2019 Board of Trustees meeting, Chancellor Malloy presented his findings and recommended that the System proceed with a Unified Accreditation model. He provided a brief overview of the timeline of UMS Unified Accreditation discussions throughout the history of the System dating back to 1966. In 1986 the UMS Board of Trustees voted to seek unified accreditation at an appropriate time; however, it was not possible under the New England Commission of Higher Education (NECHE) accreditation model at that time. NECHE has since reviewed the System, the challenges UMS is facing, and how UMS is currently trying to address those challenges. UMS is addressing challenges by sharing resources and collaboration among the UMS campuses. NECHE finds this type of sharing of resources and collaboration is unacceptable under individual campus accreditation model; however, could be acceptable under a unified accreditation model. Unified accreditation allows the UMS individual universities to work together to offer academic programming that cannot stand up on its own and to share administrators, faculty, technology, and best practices to increase the overall quality of the student experience for all UMS students. UMS is the first in the Nation to attempt a Unified Accreditation model. UMS is obligated to continue to meet all nine NECHE accreditation standards underneath this new accreditation model.

UMS Chief of Staff (COS) and General Counsel, Mr. James Thelen provided an update on UMS Unified Accreditation. To date, Chancellor Malloy has had 46 campus engagement meetings including several significant meetings with faculty leadership, faculty governance leadership from the university faculty senates and assemblies, as well as additional meetings with the faculty union leadership. COS Thelen stated that the unified accreditation progress that has been accomplished so far is based on the UMS Unified Accreditation Guiding Principles that were presented at the September 2019 Board meeting along with Chancellor Malloy's recommendation to pursue unified accreditation. As part of the Guiding Principles, Chancellor Malloy and his leadership team have gone across the state and met with stake holders, students, faculty, and governance leadership, to make clear that where programs exist now and can be properly resourced and governed at the local level, they can remain. Unified accreditation opens the door to allow System universities to share the academic programming that they can't stand up on their own. It also allows them to share faculty expertise among universities and to continue programs, where before program elimination or retrenchment of UMS faculty and staff were the only options. Unified accreditation is not a full solution, but a tool that will allow UMS universities to share programs and resources that they could not do at the scale that is necessary in Maine under separate institutional accreditation. The Board of Trustees initiatives such as shared academic programming, cross listing courses, policies to ensure ease of transferability from one institution to another, and increased collaboration among UMS campuses, cannot be scaled to the scope necessary to succeed under an individual accreditation model.

UM President Joan Ferrini-Mundy expressed her support for moving forward with a unified accreditation model. She explained that unified accreditation is a tool for the scaling of collaboration and sharing of best practices needed for successful programs and provides the framework to enact the ideas much more quickly and much more smoothly. President Ferrini-Mundy stated that although much progress and action has been made in working towards unified accreditation for UMS, if Board approval is achieved today then a series of many other actions will need to occur to ensure that UMS is able to meet all NECHE standards underneath a unified accreditation model.

UMPI President Ray Rice explained that he is the Co-Chair of the Unified Accreditation Academic and Student Affairs Advising Committee along with President Ferrini-Mundy. He gave a brief overview of the other Committee members including UMS Vice Chancellor for Academic Affairs, Dr. Robert Placido and explained the expertise that each person would be bringing to the Committee. Next President Rice outlined the five NECHE standards and sub-standards that the Academic and Student Affairs Advising Committee would be responsible for evaluating and developing a process to maintain under a unified accreditation model. The NECHE standards and sub-standards assigned to this Committee are largely based on program development, collaboration, and educational effectiveness. The Committee will develop sub-teams to work on each of the five NECHE standards and will ensure that communication and collaboration continues among the sub-teams. Overall, the Committee is responsible for detailing to NECHE how UMS as an aggregate moving to a unified accreditation model will meet NECHE accreditation standards, while providing greater opportunities and demonstration of quality for UMS students within existing programs and programs in the future.

UMA President Rebecca Wyke provided an overview of the Unified Accreditation Finance Administration and Student Support Services (FASS) Committee. She explained that she Co-Chairs this Committee along with UMS Vice Chancellor for Finance and Administration Ryan Low. She also provided a list of the other Committee members and explained which campus they are affiliated with. President Wyke stated that the FASS Committee is focused on developing a plan to address the other parts of the five NECHE standards that the Academic and Student Affairs Advising Committee are not working on. These parts of the NECHE standards are primarily geared towards student services and co-curricular activities and institutional resources, which includes financial resources, human information, and physical and technological resources. The FASS Committee expects they will be relying on the UMS chief business officers, chief student affairs officers, human resources team, and financial aid directors as well as the campus management teams.

COS Thelen explained that at the aforementioned meetings between Chancellor Malloy and the faculty senate and assembly, the Chancellor was able to discuss how UMS faculty leaders can help UMS develop a System-wide academic curricular and set of governance policies that will be necessary in a unified accreditation environment. He stated that faculty governance over locally offered programming will continue as it is and there will be no disruption to any individual universities or faculty governance mechanisms relative to the programs that university offers. COS Thelen explained that in a unified accreditation environment, UMS needs to have a System level academic governance model that is faculty created and driven. COS Thelen invited UM Director of School of Marine Sciences; Professor of Oceanography and President of UM Faculty Senate, Dr. David Townsend to provide a faculty member perspective on unified accreditation. Dr. Townsend provided an overview of some of the concerns that faculty have concerning unified accreditation including possible tenure implications and the unified faculty governance structure. He also expressed understanding of the reasons that the System is making this change and was hopeful that with attention to detail, this could be a beneficial move for UMS and its students. COS Thelen also invited USM Student Representative to the Board of Trustees, Mr. Nathan Carlow to provide a UMS student perspective on unified accreditation. Mr. Carlow expressed that the UMS student senates largely agree with the recommendation to move forward with unified accreditation. He explained that a unified accreditation model will offer students more affordability and transferability, while streamlining access to academic programming.

COS Thelen explained that the resolution for this agenda item has been written to not only comply with the NECHE standards, but also to tie them into the Board of Trustees Strategic Priorities to Address Critical State needs. He stated that as this process moves forward, it will do so with the same Guiding Principles and transparency that Chancellor Malloy and his leadership team have displayed so far in the

process. If the unified accreditation authorization is approved at this meeting, there is a tentative outline and timeline that UMS would follow. The first step would be completion of the substantive change application and the Unified Accreditation Planning Committees have begun work outlining that document. That document would be considered by NECHE at their annual meeting in Maine in June 2020. The plan is to have a working draft ready by mid April 2020 to have about a month of input and work before the application is sent to NECHE. Following that, UMS would go into a two-year comprehensive evaluation period to prepare a larger self-study, indicating how UMS believes over time it will develop this model to more fully meet in a unified way, what the standards are. UMS does not have the timeline for that, other than the general expectation that it would be a two year period to prepare and then have that reviewed, followed by comprehensive visits from visiting teams from NECHE, where they would visit every one of the universities in the System

After the unified accreditation presentation, the Trustees and UMS campus Presidents had an opportunity to ask questions and provide feedback. The Trustees and campus Presidents in attendance each went around the Board table and expressed their personal overall support for unified accreditation. Although overall support was expressed, Trustees and Presidents also addressed some concerns surrounding big changes and the importance of working with all campus constituencies to make sure the process is transparent and inclusive. Additionally, the Trustees took this opportunity to thank the Chancellor, the UMS Leadership Team, campus Presidents, faculty, students, Boards of Visitors, and other campus community members for all of their time and hard work in providing the substance for such a detailed unified accreditation recommendation.

On a motion by Trustee Hustus, which was seconded by Trustee Collins, and unanimously approved by all, the Board of Trustees directed the Chancellor and UMS University Presidents to prepare and submit an appropriate substantive change application to the New England Commission of Higher Education (NECHE) to transition the current separate UMS university institutional accreditations to a unified institutional accreditation for the University of Maine System, covering all of its universities, in such time as to permit NECHE's initial consideration by June 30, 2020.

Board approval for unified accreditation is subject to the following conditions:

1. Unified accreditation must be planned, applied for, and administered in such ways as will follow the University of Maine System Charter, the Guiding Principles established by the Chancellor in consultation with System University Presidents, the Board's policies on academic freedom and shared governance, and current labor agreements. The unified accreditation model planned and developed by the Chancellor and UMS University Presidents will be structured to achieve the highest quality student experience, academic program quality and relevance, and university financial stability in accord with the System's mission in service to the State of Maine.
2. As the UMS substantive change application to NECHE is developed, the Chancellor and UMS University Presidents will review UMS Board Policies to ensure alignment with the unified accreditation model developed in compliance with NECHE's Standards for Accreditation. The Chancellor and UMS University Presidents will report and provide recommendations to the Board no later than the May 2020 meeting of any changes in existing UMS Board policies, or necessary new policies, that should be adopted for alignment.
3. At each Academic and Student Affairs Committee meeting and every other Board meeting through NECHE's comprehensive evaluation of UMS's unified accreditation, there will be a

standing agenda item for the Chancellor and Presidents to report to the Board on progress, status, and issues. The Chancellor is directed to, as soon as is practical, present to the Board a project timeline and milestones, together with a tracking plan with which to monitor progress both toward achieving unified accreditation and the Board's strategic priorities that it advances.

4. Recognizing that NECHE's Standards for Accreditation themselves establish the essential elements of higher education institutional quality, by which UMS universities, acting together in the System in a unified accreditation model, will work together to improve the System's quality, increase its effectiveness, and continually strive for collaborative excellence, the Board expects that the process of developing the unified accreditation substantive change application and comprehensive evaluation report will necessarily identify opportunities to improve System quality on each of the NECHE Standards' elements. At the same time, the Board expects to maintain progress and momentum on its Declaration of Strategic Priorities and Key Performance Indicators. Therefore, as part of the report called for in Paragraph 3 above, the Chancellor will include proposals for aligning UMS's Strategic Priorities and KPIs with the outcomes intended to be achieved through unified compliance with NECHE's Standards at the System level.

5. It is the Board's expectation that unified accreditation will not require substantial increases to System administration or governance at the expense of university administration and governance or academic program and student support resources. UMS University Presidents and the Chancellor will develop and seek from NECHE a unified accreditation model that coordinates System and university-based resources in System-wide coordinated efforts to achieve compliance with NECHE Standards across the System, and sustain those changes to ensure high quality educational experiences in accord with the Standards.

6. Appreciating the Chancellor's transparency in the unified accreditation effort to date, the Board directs that all System and university constituencies be updated regularly on the status of UMS's application for unified accreditation, progress toward achieving the same, and the nature and extent of challenges and successes that are encountered throughout the System and at UMS universities in the process.

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

Vice Chancellor for Finance and Administration & Treasurer Mr. Ryan Low provided the following financial update. The Managed Investment Pool has a current market value of \$359 million. It experienced a gain of 1.7% for the month of November, with a fiscal year to date gain of approximately 3%. The Pension Plan has a current market value of \$26 million. It experienced a gain of 0.9% for the month of November, with a fiscal year to date return of 3.1%. The Operating Fund has a current market value of \$289 million. It experienced a return of 0.4% for the month of November, with a fiscal year to date return of 1.6%. Preliminary December results indicate a return of 1%, yielding net investment revenue for the fiscal year of \$3.6 million. With an FY2020 investment income budget of \$3.4 million, the System has already exceeded its annual budget by approximately \$200 thousand.

FY2021 Budget Update

Vice Chancellor Low stated that the UMS FY2021 Budgets are in full swing and campuses have been working on the budgets for about 4 months. UMS leadership will be reviewing progress with the campuses in the next few weeks, with a progress update at the March 25, 2020 Finance, Facilities, & Technology (FFT) meeting. Vice Chancellor Low encouraged the Trustees to participate in the FFT meeting on March 25th. The biggest unknown in the FY2021 budget is whether or not UMS will receive the requested State Appropriation for the second year of the biennium. Vice Chancellor Low thanked all

of the campus Presidents, their staff and System staff members for all of their hard work in preparing the FY2021 budgets thus far.

Key Performance Indicator Update

Vice Chancellor Low stated that starting with today's Board meeting, he and the UMS Interim Vice Chancellor for Academic Affairs will present a different UMS Key Performance Indicator (KPI) for discussion at each Board meeting going forward. He then provided a brief overview of the KPI for the UMS Net Asset Value Index (NAV). The NAV Index is an annual statistic that represents the overarching impression of campus condition and is calculated by subtracting the backlog from the current replacement value of the campus and then dividing by the replacement value. It is the percent of campus that is in proper, working condition, or the actual value of a campus' physical assets, not including those items that have already been deferred to the asset reinvestment backlog. A NAV Index of 100% is a school or building with no asset reinvestment backlog. Low NAV Index indicates low historical investments, limits the impact of Annual Stewardship and increases cost of capital projects. It also creates strained operations departments and limits the quality of service. In 2015, Trustees set a goal of seeing the UMS Statewide portfolio return to a NAV of at least 63.5%, a standard it had most recently achieved in the 2006-2007 period. Trustees also set a long-term goal of achieving a Statewide average NAV of 70 percent or better. The UMS NAV has continued a long term trend of decline since 2015 and now stands in the low 50 percentiles. There is variability among campuses, with NAV ranging from the low 50s to nearly 70 percentile. This metric is one of 13 in the facilities area which Trustees adopted and on which the University annually reports. The latest data about this KPI will next be reported to Trustees in the February-March cycle of meetings when Sightlines will make its annual report. Chancellor Malloy has tasked UMS leadership to find new funding sources to invest back into the UMS infrastructure.

VICE CHANCELLOR FOR ACADEMIC AFFAIRS' UPDATE

Interim Vice Chancellor for Academic Affairs (VCAA) Dr. Robert Placido provided an update on the following Academic Affairs items:

Faculty Spotlight

UM Professor of Physics and Astronomy, Dr. Samuel Hess presented information about the Development of Super-Resolution Microscopy and its Scientific and Economic Impacts. Super-resolution microscopy is based on fluorescence, which is a dominant method for imaging biological system. It is based on putting in light of one color and the molecules within some sample absorbing that light and converting it into a different color, which then can be separated. The advantage being the ability to see individual molecules; therefore, one can label specific proteins. Other proteins and everything else in the cell looks transparent or empty, which makes it possible to get a great background ratio. Dr. Hess provided information about how this type of microscopy can be used to help find cures for illnesses such as the flu, HIV, and cancer. He also explained that this technology has provided opportunities for UM by providing access to additional grant funds and revenues totaling approximately \$28.5 million. Additionally, UM has been able to leverage collaboration and commercialization opportunities with companies such as Jackson Lab.

Key Performance Indicator Update

Vice Chancellor Placido provided an update on the status of a new UMS Key Performance Indicator (KPI) that measures application status across UMS. He presented data on Fall 2020 applications across UMS and also demonstrated the new Microsoft Business Intelligence (BI) platform for sharing this type of analysis. Prospective students submit an application, and at this stage it sits in a queue at System level shared processing center until UMS gets their transcripts and their reference letters and everything else they need. Once that is all complete, UMS considers that a complete application, which is another stage. After they're completed they're sent to campuses and they're in a stage awaiting a decision. UMS has the

ability to measure all of these different stages to get an aging report. On average there's almost 18 days between the time the student submits an app and we complete the whole package; however, some of this time is completely dependent on the student submitting the required documents on time. The next stage occurs when the System sends the completed application to the individual campus. Right now the average amount of time it takes a campus to review the application and award a decision is approximately 11.5 days. Nationally, this process takes approximately 7 days, so the UMS goal is to reach the national average. Vice Chancellor Placido is working with the UMS Organizational Effectiveness Office, the UMS Shared Processing Center and Academic Partnerships to develop innovative ways to limit the amount of time a student awaits a decision from the date of application to the date of acceptance at one of the UMS campuses.

Programs for Examination

Vice Chancellor Placido provided a brief update on the redesign of the Programs for Examination (PFE). The PFE process began two years ago with the intent to annually review every UMS program and then flag those that warrant further examination. Enrollment and conferrals by program were the first two measures used to flag programs. The PFE is based on 16 factors currently, but this number will likely grow to approximately 20 to 25 factors in the near future. The Chief Academic Officers (CAOs) added the number of full-time faculty this year to the criteria, which flags programs with less than three faculty. The redesigned PFE will combine department programs to more holistically reflect a program's overall impact on the university. Each campus will give a full update on their PFE progress at the next Board of Trustees meeting in March 2020.

ACTION ITEMS

Acceptance of Minutes

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

September 15-16, 2019 – Board of Trustees Meeting
October 28, 2019 – Academic & Student Affairs Committee Meeting
October 28, 2019 – Human Resources & Labor Relations Committee Meeting
October 30, 2019 – Finance, Facilities, Technology Committee Meeting
October 30, 2019 – Audit & Finance, Facilities, Technology Joint Session
October 30, 2019 – Special Board Meeting

Honorary Degree Nominations for 2021

On a motion by Trustee Collins, which was seconded by Trustee Hustus, the Board of Trustees approved the 2021 nominations for Honorary Degrees as presented.

Confirmation of Student Representative to the Board of Trustees

On a motion by Trustee Eames, which was seconded by Trustee Hustus, the Board of Trustees approved the following Faculty Representative to the Board of Trustees:

Graduate Student Representative:

Ameya Karapurkar, UM – appointed for a 2 year term – January 2020 to January 2022

P3 Residence Hall and SSC Award, USM

USM President Glenn Cummings; USM Chief Business Officer, Mr. Alec Porteous; UMS Chief General Services Officer, Mr. Chip Gavin; USM Chief Operations Officer, Ms. Nancy Griffin; and UMS Director of Capital Planning and Project Management, Ms. Carolyn McDonough presented information on the USM request to enter into an agreement with Capstone Development Partners resulting from a public,

competitive process for the preliminary development of a Public Private Partnership (P3) contract to design, construct and operate a new 577 bed student residence hall and Career and Student Success Center on the Portland campus. The request is part of USM's Master Plan, which was accepted by Trustees at the January 2019 Board of Trustees meeting, to construct two new facilities on the Portland campus for students as well as to construct additional parking capacity to meet current and future demand. This particular request is for a preliminary agreement to allow design and associated services and expenses up to \$5.7 million in connection with the P3 residence hall and Career and Student Success Center (CSSC). USM would be responsible for these costs should a final contract agreement not be reached to proceed with the construction of the facilities. If the project advances to construction and occupancy, these costs would be incorporated into the long-term P3 agreement for the residence hall and the financing arrangement for the CSSC. Key findings from Brailsford and Dunlavey's Market Demand Analysis found that sufficient demand and economics exist to support a new housing development on the Portland campus. Additionally, housing at the USM Portland campus would provide an affordable residential option to upper-division and graduate students and alleviate over-occupancy on Gorham campus.

The presentation team provided an overview of the past timeline for the project starting with the P3 Committee development in June 2018 through to this meeting with anticipated Board approval to move to the next phase. They also provided an overview of the proposed timeline for future work on the project, culminating with project completion in August 2022. If USM moves forward with the residence hall and CSSC project, they will lose approximately 185 parking spaces on campus. In a related project USM is proposing to expand the Wishcamper Parking Lot to add 122 new spaces to mitigate the loss of spaces from the P3 project. Additionally, a financial overview of the P3 residence hall and CSSC project with multiple financing options was presented to the Board.

On a motion by Trustee Doak, which was seconded by Trustee Eames, the Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Southern Maine to enter a pre-development agreement and to begin contract negotiations with Capstone Development Partners regarding the Career & Student Success Center and Residence Halls Project; and to expend or obligate the University to expend up to \$5.7 million, pursuant to that initial agreement, with funding to be determined by the campus Chief Business Officer and University Treasurer and the final terms and conditions of the agreement subject to review and approval by University Counsel and the Vice Chancellor for Finance and Administration and Treasurer.

Wishcamper Center Parking Lot Expansion, USM

USM Chief Business Officer, Mr. Alec Porteous provided information on the USM request for authorization to expend up to \$1.71 million to expand the current surface parking area behind the Wishcamper Center on the Portland campus to compensate for parking being removed from service elsewhere on campus. This request is prompted by a reduction of approximately 185 spaces that ultimately, if not simultaneously, will be removed from service due to construction projects on campus. Parking capacity would be sufficiently maintained and these losses sufficiently off-set by expanding the Wishcamper surface lot by a proposed 122 spaces. Funding for this project will come from a combination of Campus E&G funds and University Capital Reserve funds. Following the Wishcamper Center parking lot expansion, USM will need to take measures to add even more parking to ensure the campus has the parking capacity needed, especially with the addition of the new 577 bed residence hall.

USM has engaged with Vanasse Hangen Brustlin, Inc., or VHB, a multidisciplinary American civil engineering consulting and design firm, to assist with this work. A recent assessment by VHB estimates that if USM could gain, after losses and increases, a net of approximately 300 to 400 spaces from current

levels to a new total parking availability of approximately 2,000 to 2,100 spaces, that capacity would meet the University's needs for most and possibly all of the coming decade. To reach a new total capacity of 2,000 to 2,100 spaces as indicated by the VHB assessment, USM intends to ask to construct an approximately 425-space parking facility. Parking demand estimates and feasibility studies have been done, along with initial conceptual design, for such a structure. At the next Board of Trustees meeting in March 2020, Trustees will be asked to consider action on the structured parking facility portion of the USM plan. That project would be expected to open in the summer of 2022, contemporaneously with the proposed residence hall and Career and Student Success Center at the Portland campus. However, for the purpose of the current meeting, the Trustees will only be voting on the Wishcamper Center parking lot expansion to add approximately 185 parking spaces.

On a motion by Trustee Eames, which was seconded by Trustee Timm, the Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Southern Maine to expend up to \$1.71 million for the expansion of the Wishcamper Center surface parking lot on the Portland campus with funding from E&G, University Capital Reserve, and Financing with final funding to be determined by campus Chief Business Officer and University Treasurer.

CONSENT AGENDA

On a motion by Trustee Gardner, which was seconded by Trustee Timm, 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 Academic & Student Affairs Committee to the Consent Agenda from its meeting on January 6, 2020:

New Academic Program Proposal: M.A. in Counseling Psychology with an Emphasis in Creative Arts, UMF

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and authorized the creation of the Master of Arts in Counseling Psychology with an Emphasis in Creative Arts, at the University of Maine at Farmington.

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 January 8, 2020:

Naming of North Engineering Annex, UM

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine to name a new facility the North Engineering Annex.

Renovation of Brooks Dining Hall Patio, USM

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Southern Maine to expend up to \$650,000 to provide structural design, code compliance and architectural upgrades to the existing unused upper patio of Brooks Dining Hall at the University of Southern Maine with funding from Campus E&G, with finding to be determined by the campus Chief Business Officer and University Treasurer.

Construction of the Nursing High Fidelity Simulation Lab, USM

The Board of Trustees approved the recommendation of the Finance, Facilities, and Technology Committee to authorize the University of Maine System acting through the University of Southern Maine to expend up to \$1.5 million to design and construct a Nursing High Fidelity Simulation laboratory in the Science Building located on the Portland Campus.

Randall Student Center Renovation & Addition, UMA

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee to authorize the University of Maine at Augusta to expend \$2,885,000 in 2018 general obligation bond and up to \$3,965,000 of E&G funds to renovate the Richard J. Randall Student Center and construct an addition to this building to serve as the UMA Welcome Center, with final funding sources to be determined by the UMA Chief Business Officer and University Treasurer.

Real Property Authority Matrix Update, UMS

The Board of Trustees approved the recommendation of the Finance, Facilities and Technology Committee and authorized the Chancellor to approve increases in University owned or occupied space when the space is for research purposes with timely appropriate disclosure of such approvals to be given to the Board of Trustees.

Bailey Hall Fire Protection and Electrical Upgrades, USM

The Board of Trustees authorized the University of Maine System acting through the University of Southern Maine to expend up to \$4,388,000 for the Bailey Hall Fire Protection Upgrade project. With the additional funding to be determined by the campus Chief Business Officer and University Treasurer.

DISCUSSION ITEMS

2019 State of IT Report

UMS Chief Information Officer, Dr. David Demers provided information on the UMS 2019 State of IT Report. Dr. Demers mentioned that in an effort to enhance usability, readability and accessibility of the State of IT Report, UMS IT has transitioned the report to a digital format and that they will continue with this new format going forward. UMS IT has identified several Key Performance Indicators (KPI) that they will begin to report on, on an annual basis. In 2018 USM IT migrated all customer service issue activity from three separate systems into a single instance of Jira Service Desk, which improved issue workflow and reporting capability in 2019. UMS IT received over 47,000 incidents and service requests in 2019 and about 38% of those tickets were related to password and account issues. Dr. Demers is confident this percentage will shrink in the following year due to improvements in self-service options for account management and greater integration with the single sign-on provider. As of December 2019, the UMS Single Sign-On Service is providing authentication for over 120 services used throughout the University of Maine System.

Dr. Demers also provided information about the projected UMS IT FY2021 Budget. He explained that a major portion of the expenses are contributed to UMS IT staffing across the University of Maine System. There are 217 Full Time Equivalent (FTE) employees in the IT organization and in comparison the collective peer average for similar institutions is about 248 FTE. Of the projected 3.3% increase in cost to campuses, 3% is due to across the board salary increases negotiated last year through collective bargaining. Dr. Demers explained that the department has been looking at ways to decrease costs for campuses. UMS IT has aggregated all of its enterprise software expenses into one account in order to track the primary source of non-compensation related increases experienced on an annual basis. Many enterprise software contracts have an annual 2%-5% increase associated with it and UMS IT is projecting about \$104 thousand will be directly attributed to these annual software licensing increases. Additionally,

UMS IT was able to save approximately \$540 thousand last year by purchasing software at an enterprise level and have been able to pass those savings on to the campuses. Dr. Demers pointed out that according to the Educause Core Data Survey UMS IT expenditures are approximately \$11.5 million less than peer institutions.

The UMS IT Wireless Infrastructure Project has provided critical wireless updates to 73 academic buildings and 17 residence halls over a four year time span and everyday approximately 20,000 devices connect to the wireless network across the UMS. UMS is launched the UMS OneCard for Spring 2020 semester, which is a new student id card that will be accepted at any campus for dining purchases such as meal plans, dining dollars, and “campus bucks”. Additionally, UMS IT is in the process of switching from Blackboard, the current Learning Management System (LMS) to Brightspace. Brightspace is a modern, mobile friendly, cloud-based LMS platform. Roughly two or three dozen pilot programs were launched on Brightspace this semester, with intention of launching all remaining programs for the Fall 2020 semester. Another UMS IT project for 2020 will be to conduct a full Enterprise Resource Planning (ERP) Functional Assessment and identify what the best option is going forward for an ERP platform that would meet all of our current and future needs.

Update of Board of Trustees Policy 411 Health Insurance for Retirees and Former Employees on Long Term Disability

UM Vice President of Campus Human Resources and UMS Interim Co-Chief Human Resources Officer, Mr. Chris Lindstrom provided information on a proposed update to Board Policy 411. Currently health insurance for retirees and former employees on long term disability is the only employee or retiree benefit tied to a Board Policy. Mr. Lindstrom is proposing that Board Policy 411 be repealed and replaced by an Administrative Practice Letter (APL), to achieve consistency with other employee and retiree benefit procedures. This item will be brought forth for action at the February 24, 2020 Human Resources and Labor Relations Committee meeting.

Presentation on the Master of Science in Cybersecurity, USM/UMA

USM President Glenn Cummings and UMA President Rebecca Wyke provided an update on the USM/UMA Master of Science in Cybersecurity program. There were over 700 thousand jobs in cybersecurity in 2017 -2018, with over 300 thousand unfilled, and over 500 thousand new jobs in computer and information technology expected in next 10 years. Additionally, information security analyst jobs are growing faster than average, with an 18% growth expected through 2024. From an employer’s perspective the USM/UMA Cybersecurity program is valuable because it has the opportunity for micro-credentials and offers a fully online curriculum, which employees are able to attend on a full or part-time basis. Students find the program appealing because it is fully online, has a single competitive tuition rate, offers the choice to matriculate to UMA or USM and access to hands-on training on the Maine Cyber Range utilizing Cyberbit, the premier cyber security and simulation platform. Collaboration between USM and UMA is beneficial because neither campus would be able to fully fund this program alone. Additionally, the move towards UMS Unified Accreditation will allow for a smoother collaboration process for this program and additional program collaborations amongst UMS campuses in the future.

UMS Research Reinvestment Fund Grand Challenge Pilot Initiative

UM Director of Research Development, Mr. Jason Charland provided an overview of the UMS Research Reinvestment Fund (RRF) Grand Challenge Pilot Initiative. The UMS Research and Development (R&D) Plan recommends that the System launch a series of grand challenges, which are problems of global, national, and regional significance that require interdisciplinary teams to work together to develop and implement innovative solutions. Research universities engage in grand challenge initiatives to focus

their research, education, and outreach efforts to promote discover, develop workforce, and engage the public in solving pressing societal issues. The RRF Grand Challenge Pilot Initiative: Rural Health and Wellbeing is the first step in implementing the UMS R&D plan and will focus investment into three projects with FY 2020 RRF competitive grant funds. The three projects in the RRF Grand Challenge Pilot Initiative include UMS Injury Prevention Collaborative; Expanding Telehealth Training and Use to Support Developmental and Emotional Needs of Children in Rural Maine Schools; and UMaine Medicine Addressing Renal Disease, Metabolic Disorders, and Infectious Diseases Among Isolated Populations in Rural Maine. Mr. Charland invited team members from each project to provide a summary of the project and provide information about how their projects directly correlate with research, education, and outreach.

Additional information about the meeting can be found on the Board of Trustees website:

<https://www.maine.edu/board-of-trustees/wp-content/uploads/sites/12/2020/02/MtgMat-BOT-January-2020-rev-012420.pdf>

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held on March 15-16, hosted by the University of Southern Maine.

Adjournment

Heather A. Massey for
Ellen N. Doughty, Clerk