

UNIVERSITY OF MAINE SYSTEM

Board of Trustees Meeting

March 16, 2020

Phone Conference Meeting

Board of Trustees Meeting

Present: James Erwin, Chair; Mark Gardner, Vice Chair Pro tem; Kelly Martin, Patrica Riley, Gregory Johnson, Pender Makin, Trevor Hustus, David MacMahon, Sven Bartholomew, Michael Michaud, and Betsey Timm. **Chancellor:** Dannel Malloy. **University Presidents:** Glenn Cummings, Joan Ferrini-Mundy, Ray Rice, Edward Serna, and Tex Boggs. **System Staff:** Robert Placido, Ellen Doughty, Ryan Low, Kim Jenkins, and James Thelen.

Absent: None.

Monday, March 16, 2020

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

EXECUTIVE SESSION

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

PUBLIC SESSION

Following the Executive Session Trustee Erwin, Chair, reconvened the public meeting and welcomed everyone. He stated that the meeting was being held by phone conference and that the meeting was being live audio streamed for the public.

CITIZEN COMMENT

Citizen Comment is a time regularly set aside for comments from the public. The following individuals spoke during the Citizen Comment period: None.

CHAIR'S REPORT

Trustee James Erwin thanked everyone for understanding the change to the Board Meeting schedule and format because of the public gathering restrictions and social distancing requirements brought upon by the COVID-19 pandemic.

Chair Erwin welcomed Emily Cain as a new UMS Trustee. Trustee Cain is filling Karl Turner's vacant seat after his resignation in August. He stated that he has added Trustee Cain to the Finance, Facilities, and Technology Committee and that she plans to begin participating in the Committee starting with the meeting on March 25, 2020. Trustee Cain thanked Chair Erwin and stated that it is an honor to be selected for this important public service role. Chair Erwin stated that UMFK student, Ms. Irene Neal, has been

appointed as the Student Trustee and will be taking the seat of the Trustee Hustus as the UMS Student Trustee when his term expires in April 2020. Chair Erwin explained that Ms. Beth Dobson of Falmouth has also been appointed to become a UMS Trustee and will take the seat of Trustee Johnson when his term expires in May 2020. Chair Erwin reminded everyone that the Trustee Confirmation hearings that were scheduled for Ms. Neal and Ms. Dobson have been postponed and put on hold due to the current COVID-19 situation.

Establishment of the Trustee Nomination Committee

Trustee Erwin stated the members of the Board Nominating Committee have been selected. The Board Nominating Committee is tasked with selecting the Board Chair and Vice Chair for the following year. Trustee Erwin stated that Trustee Eames, Trustee Donnelly, and Trustee Martin will serve on the Board Nominating Committee this year. He thanked them all for their participation and thanked Trustee Eames for chairing the Committee. The Committee will report on their decision at the May 17-18, 2020 Board of Trustees meeting.

Resolution for Karl W. Turner

Mr. Karl W. Turner has served as a Trustee for the University of Maine System from June 3, 2011 to August 18, 2019, when he resigned. Trustee Turner exemplified a commitment to the quality and investment in university space and infrastructure that is now part of standing Trustee policy. Chair Erwin stated that it was a pleasure to work with Trustee Turner and that his wisdom and humor during his time of service were immensely appreciated by all. He explained that Trustee Turner was an exemplary Trustee and that his political knowledge, savvy, and dedication, particularly to the UMS facilities and financial matters would truly be missed. Trustee Johnson and Trustee Cain also expressed their appreciation and farewell remarks to Trustee Turner. Trustee Turner stated that he was honored to have served as a UMS Trustee and has enjoyed working with everyone. He also stated that he believes Trustee Cain will be an excellent replacement for his vacancy and that she will do great things.

On a motion by Trustee Johnson, which was seconded by Trustee Gardner, the Board of Trustees approved the following resolution for Karl W. Turner:

Whereas, Karl W. Turner has served the University of Maine System with distinction as a Trustee from June 3, 2011 to August 18, 2019;

Whereas, Karl has been an active voice and advocate for higher education over many years;

Whereas, he has set a high standard for the level of involvement for a Board member including service on the following committees: Audit Committee, Executive Committee (since 2011), Academic & Student Affairs Committee, Finance, Facilities, Technology Committee (since 2011 and chair for 3 years), Human Resources & Labor Relations Committee, Investment Committee (since 2011 and chair for 3 years);

Whereas, he served as Vice Chair of the Board in 2017 and was the UMS Trustee representative to the University of Maine Foundation for eight years and Maine Public Broadcasting Corporation for three years. He has also represented the Board of Trustees at every commencement since 2014 and was a member of presidential search committees for UMF in 2019 and UMA in 2015;

Whereas, Karl was seen as a visionary. He considered the long term effects of any decision made by the Board and when he spoke, everyone listened. As a former Senator, Karl assisted the University of Maine System on many occasions with legislative matters;

Whereas, Karl has been an outstanding colleague, mentor and friend to Trustees and staff. We all miss his dapper attire and sense of humor and consider ourselves a little wiser because of our association with the man with the hat and bow tie;

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

Approved on the 16th day of March 2020, 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.

Resolution for Trevor J. Hustus

Mr. Trevor J. Hustus has served as a Trustee for the University of Maine System since May 1, 2018 and will complete his term on April 30, 2020. Trustee Hustus worked closely with the Student Representatives to the Board of Trustees and has been an effective advocate of the student perspective. Trustee Hustus will be graduating from USM in May and has accepted a Staff Assistant position with Senator Susan Collins office. Chair Erwin thanked Trustee Hustus for his wisdom and dedication during his service to the Board. He stated that Trustee Hustus was wise beyond his years and that his insights as a Student Trustee have been valuable and appreciated. Trustee Johnson and USM President Glenn Cummings also expressed their appreciation and farewell remarks to Trustee Hustus.

On a motion by Trustee Gardner, which was seconded by Trustee Johnson, The Board of Trustees approved the following resolution for Trevor J. Hustus:

Whereas, Trevor J. Hustus has served the University of Maine System with distinction as the Student Trustee for two years;

Whereas, Mr. Hustus has ably served as a voice and advocate for students in Board deliberations, in working with the Student Representatives to the Board and in the public arena;

Whereas, he served on the Academic and Student Affairs Committee, the Executive Committee, the Finance, Facilities and Technology Committee, the Human Resources and Labor Relations Committee and the Investment Committee;

Whereas, he has been a positive, enthusiastic, thoughtful colleague for Trustees, Chancellor, Presidents, and staff;

Whereas, in May 2020 Trevor Hustus will graduate from the University of Southern Maine with a major in Political Science and a minor in History, will finish his last two classes over the summer and has accepted employment with Senator Susan Collins office as a Staff Assistant.

Whereas, Trevor Hustus has been on the Dean's List all semesters at USM and received the USM Student Government's Rising Star Award in the Spring 2019.

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 Trevor Hustus for his outstanding contributions to the quality of higher education in Maine.

Approved on the 16th day of March 2020, by the 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.

UMFK Presidential Search Update

Chancellor Malloy stated that UMFK Presidential Search Committee presented an excellent pool of strong candidates and that the four finalists had campus visits during the month of February. The

Committee has made a recommendation to the Chancellor and the Board of Trustees has authorized the Chancellor to execute negotiations with the selected candidate(s). Chancellor Malloy said that a public announcement is scheduled for approximately March 24, 2020. Trustee Mike Michaud thanked UMS Special Assistant for Executive Employment, Ms. Tamara Mitchell and all of the UMFK Presidential Search Committee members for their hard work and dedication throughout this process. He stated the four finalist campus visits at UMFK were very successful and provided an opportunity for many UMFK campus community constituencies to interact with the candidates and provide feedback to the Search Committee through a confidential survey. Trustee Donnelly expressed thanks to Trustee Martin and Trustee Michaud for their leadership of the Committee. He also thanked Ms. Mitchell and the consultants from Storbeck & Pimental for their guidance throughout the process.

Student Representative Certificate of Appreciation

Chair Erwin explained that a Certificate of Appreciation will be mailed to Teresa Plummer, Graduate Student Representative from USM who is ending her term as the student representative. He thanked Ms. Plummer for her dedication and leadership during her service.

BOT/BOV Annual Summit

Chair Erwin stated that on June 1, 2020, the Board of Trustees (BOT) and Board of Visitors (BOV) will unite for a Summit. The Summit will include important updates and a chance to meet new participants perhaps including newly on-boarded UMS staff. The summit will also focus on the ways in which UMS campuses are addressing challenges and leading initiatives through the lenses of Unified Accreditation and the Strategic Priorities. The Summit has become an important tradition that allows the Trustees, BOV's, and System senior leaders to intersect and discuss matters of significance for UMS and the State. Chair Erwin is anticipating a good turnout and looks forward to the event.

Board Retreat Follow-up

Chair Erwin explained that last October the Trustees gathered with the Chancellor and his leadership team to reflect and discuss current and future opportunities in the context of our strategic priorities. They had robust conversations about UMS's role in meeting the State's needs while dealing with demographic, financial, and market challenges. One of the key outputs from the retreat was a set of ideas generated during that time. In the months since, those ideas have been prioritized in relation to unified accreditation and strategic priorities, and they are being shared with the relevant campus offices. The ideas included oversight for workforce engagement on campuses, online or hybrid low residency masters degrees, a proposed redesign of Programs for Examination and creation of a direct connection between academic advising and career advancement. Additionally, the committees that are overseeing the Unified Accreditation Substantive Change request are aware of this ongoing work happening on campuses as it relates to the New England Commission of Higher Education's standards.

CHANCELLOR'S REPORT

UMS Coronavirus (COVID-19) Update

Chancellor Malloy provided an update on the status and actions of the University of Maine System in relation to the current COVID-19 situation. He stated that last week the Board was briefed on the UMS decision to largely end in-class instruction for UMS campuses in favor of moving to an online modality upon the return from Spring break. Chancellor Malloy explained that this also means that campus housing would be closed to the vast majority of students, with the exception of students who have extenuating circumstances to be determined by the campus. This message was distributed to students the last few days before Spring break started to allow students to pack all of their personal belongings and materials needed to start online classes so that they could bring them home. The hope is to start online classes on March 23rd; however this timeline may be subject to some minor adjustments to allow time to fully prepare for

the start of online classes for the second part of the Spring semester. The decision to move in this direction had to be made swiftly because thousands of UMS students were about to embark on travel to other states and possibly other countries, where they could come into contact with COVID-19 and with the potential of bringing it back to Maine upon their return from Spring break. The potential for the virus to spread quickly was immensely concerning due to the large groupings and close contact of students during residential and classroom activities.

Chancellor Malloy stated that these decisions were also made to protect the citizens of the State of Maine as Maine's population is largely in the age range that is mostly affected by this virus. He also stated that a few other higher education institutions across the nation have made similar decisions and that since UMS first made the decision even more higher education institutions have followed. Chancellor Malloy explained that the UMS System Staff is in the process of determining the financial implications of this decision and that communications on this matter will be forthcoming. He stated that the response from students and faculty has been largely positive and understanding. He thanked the UMS Campus and System Staff for their time, hard work, and efforts to make sure that UMS students are able to continue their education upon return from Spring break. Chancellor Malloy thanked UMS Chief General Services Officer, Mr. Chip Gavin for keeping UMS abreast of the Federal and State Center for Disease and Control information and guidelines. Chair Erwin thanked Chancellor Malloy, Mr. Gavin, and all of the UMS Campus and System Staff for their dedication and fast action to provide solutions during this trying time.

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

Vice Chancellor for Finance and Administration & Treasurer Mr. Ryan Low provided an update on the following financial and administration items:

Current Fiscal Year-to-Date Forecast to Budget

Excluding unrestricted investment income the UMS University Services and Governance budgets are currently projecting an operating loss of \$10.4 million, which is an operating loss increase of \$5.5 million greater than what was originally budgeted in FY2020. This number does not include any of the impact potentially realized by the COVID-19 situation. Vice Chancellor Low stated that UMA has continued to improve their financial situation and has decreased their operating loss by nearly \$1 million, since the FY2020 projections. Most other campuses have stayed the same since the last Forecast to Budget report. The figures in the report do not include budget stabilization transfers or other transfers from reserves. UMS has currently lost \$4.1 million of investment income, compared to a budgeted positive investment income of \$3.4 million, which causes a negative variance of approximately \$7.5 million.

UMS Investment Report

UMS Vice President for Finance and Controller, Ms. Tracy Elliott and Ms. Kelly Regan from NEPC provided an overview of the current market status and UMS's investment portfolio amidst the COVID-19 pandemic. Ms. Elliott explained that UMS has been working with NEPC this week to rebalance some funds. UMS is currently overweight on cash for operating funds, which is a good position to be in; however, Ms. Elliott continues to review the market results daily with NEPC. Ms. Regan explained that there has been a lot of volatility in the market, specifically around global equity and treasury yields, which started in February as the number of COVID-19 cases began to rise outside of China. In February, U.S. equities were down about 8% and international equities were down anywhere from 5-9%. The U.S. treasury declined almost forty basis points in the month of February. As for the three UMS investment portfolios, the Managed Investment Pool (MIP) was down about 5.5%, the Pension Fund was down about 3%, and the Operating Fund was down about 1%, in the month of February. The fear in the market continued into March as COVID-19 developed into a global pandemic. There are concerns that current market conditions will spiral into a recession, here in the U.S. as well as globally. The UMS investment

portfolios have continued to decline through the month of March. As of last Friday, the MIP is down about 9.5%, the Pension Fund is down about 5.5%, and the Operating Fund is down about 2.8% for the month of March. Overall, year-to-date, the MIP is down about 15.5%, the Pension Fund is down about 8%, and the Operating Fund is down about 3% since January. Going forward, NEPC believes the best approach is for UMS to continue with a disciplined rebalancing policy and maintain the strategic allocation target for all three UMS portfolios. The UMS Investment Committee in conjunction with NEPC have taken a number of measures to help prepare UMS for these types of market conditions such as maintaining a diversified asset allocation across all three portfolios and hiring high quality conservative investment managers. There is still uncertainty on the full economic impact of the COVID-19 on market conditions; however, NEPC continues to monitor the situation and work with UMS to mitigate the impact as much as possible.

Key Performance Indicator (KPI) Update

Vice Chancellor Low stated that he planned on presenting information on several UMS Key Performance Indicators (KPI) related to data points for enrollment, state appropriations, staffing and other information; however, due to the change in format for the Board meeting, he wanted provide a brief update at this time and wait to do a full presentation of this information at a later meeting. He mentioned that a PowerPoint presentation was included with the Board meeting materials and encouraged Trustees to review that document, if they have not already, in preparation for its presentation in the future. The PowerPoint presentation includes graphs and charts to detail this data at a System level and also broken down by UMS campus. Trustee Johnson asked if an additional line to calculate total funds could be added to the chart. Trustee Gardner inquired if peer institution comparison data could be added before the next presentation. Trustee Erwin stated that he would like to see additional information about the percentage rate at which UMS students utilize UMS resources, with a comparison of the cost of those resources. Vice Chancellor Low said that he would gather this data prior to the full presentation at the next Board meeting.

Reserve Transfer Policy Draft Discussion

Vice Chancellor Low provided information on a proposed draft Reserve Transfer Board Policy. The new Board Policy would provide details on how UMS handles reserve transfer requests and disbursements. Vice Chancellor Low reminded the Trustees that reserve funds are not specifically for the purpose of balancing budgets and that there are other strategic purposes for those funds. In order to clarify this statement, he read the following excerpt from the proposed draft Reserve Transfer Board Policy:

“The Board finds that adequate reserves are necessary for the long-term health and sustainability of University operations; for the proper custodianship of the physical plant necessary for the delivery of University services; for the prudent coverage of outstanding debt; to enable the University to make strategic investments; to insure that the University can perform day-to day operations in the event of unforeseen shortfalls; and to better position the University in the event of a catastrophic interruption of service. Vice Chancellor Low reminded the Trustees that reserve funds are not specifically for the purpose of balancing budgets.”

Vice Chancellor Low stated that a university request to use System reserves to balance its fiscal year budget must be accompanied by a detailed plan describing how that University will address the underlying structural deficit, including specific steps and the timeline for those actions, and be approved by the Vice Chancellor for Finance and Administration and the Chancellor before submission to the Board of Trustees for final approval. He commented that he is still working on this draft to include additional circumstances in which reserve funds would need to be transferred. Additionally, he commented that he was still fine-tuning whether this Board Policy needed language to include or

differentiate between a campus's own reserve funds and System level reserve funds. Trustee Erwin and Vice Chancellor Low decided that this agenda item would be presented again at the April 27th Finance, Facilities, & Technology Committee for further discussion. Chancellor Malloy stated that he planned to move forward as if the Policy was in place in order to keep up with the pace of current operations.

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:

Programs for Examination

Vice Chancellor Placido asked each campus to provide an update on the status of the Programs for Examination (PFE) process for their campus.

UM Interim Executive Vice President for Academic Affairs and Provost, Dr. Faye Gilbert stated that UM had 55 programs that came up for review in Fall 2019. Of the 55 programs, 31 provided no new information in the Spring. Their rationale for this is that after the work they did in the Fall, 26% of the PFE programs were stating they needed new faculty or new funded graduate assistants to continue to grow. Provost Gilbert stated that UM will need to invest in Masters and Doctorate programs in order for them to grow. 6% of the identified programs are exploring online options now and many more programs have begun to do the same in the last week. 6% of the programs are enhancing their programs by fostering student choice and 29% serve other programs. Provost Gilbert believes that there is no additional cost in having faculty multitask between Bachelors, Masters and Doctorate level programs. 13% are a safety net for doctoral students at the Masters level or they enhance the comprehensive aspect of the institution. For example, in Physics 10% are suspending programs and 10% are new programs that have not yet had time to mature. The 24 programs that then went on to additional analysis for Spring saw 17% working to create a new degree. 21% are collaborating with others within the System to extend their reach and impact in french, spanish, and romance languages. 17% are revising their requirement, including computer science and spatial information science and engineering, which are trying to shorten the time of degree and revise the requirements to make the programs more attractive. UM will still have programs in the Spring that are new that will need new faculty if they are going to increase the number of students at Masters level. In particular, programs that serve other majors and that expect small numbers.

UMA Vice President of Academic Affairs and Provost, Dr. Joe Szakas stated that UMA had nine programs that came up for review in the Fall. Four were on the list because of graduate criteria and five because of the minimum number of faculty. Provost Szakas explained that UMA uses a fair number of adjuncts for strategic purposes as many programs benefit from experts in the field. UMA has invested in their programs to get them to the minimal requirement. He expects that four of the identified programs will be removed from the list for next year. The graduate music program was on the PFE last year as well but UMA moved the program to an online modality and they still have a few more years to see the full potential, but the credit hours continue to grow. UMA is recommending that two programs stay on the list. The first is the dental program and that is because they are making some significant changes to the program. They are expanding this program from the Bangor campus onto Lewiston and UMA will have up to 12 students working to meet local workforce needs there. UMA has reached out to 39 dentists in Lewiston and all have expressed interest in the program. The other program staying on the list is public administration. UMA is experiencing some retirements in the program and also trying to adjust the curriculum to include courses like a government cybersecurity.

UMF Vice President of Academic Affairs and Provost, Dr. Eric Brown stated that UMF has five programs to update from last year and an additional program that was added. The five programs to update

are international and global studies, anthropology, interactive media, philosophy and religion, and with aging studies. The new program added to the list is in performing arts which includes concentrations in arts administration, music and theater. There are two prevailing threads through all the programs from last year in terms of the work to revise the curriculum. One is an increase in the attention to marketing and revamping materials for the website. The other is an adjustment to credit hours and some of the perceived constraints and potential barriers around degree completion in the major. International global studies has had changes, both in terms of marketing and curriculum revision. Anthropology underwent a name change to coincide with some significant curricular revisions. Interactive media has undergone a name change and marketing revisions, so that is now a major in web design and media. The curriculum has been revised to reflect that. Philosophy and religion has made significant curriculum changes to reduce credits required for the major, from 52 to 44. The philosophy and religion program is also responsible for a number of general education distribution credits. As for the fifth program from the last year, aging studies, it will be suspended. The new program added to the list this year, performing arts, has already made a number of significant changes. The curricular moved from 60 credits down to 44 credits, which allows for a number of opportunities for double majoring in addition to greater completion.

UMFK President and Provost, Dr. Tex Boggs stated that UMFK has nine programs included in their PFE report. The nine programs on the list are computer applications, conservation law enforcement, cybersecurity, elementary education, english, environmental studies, french, secondary education, and social science. Secondary education and elementary education had been suspended in academic year 2017-2018. The social science degree program was suspended in 2018-2019. Computer applications, cybersecurity, conservation law enforcement and environmental studies were removed from the PFE list and UMFK is building enrollment through retention and recruitment initiatives. Although UMFK indicated the English program should be removed from the PFE list, Vice Chancellor Placido recommended that the program be suspended. Suspension of the English program has been delayed while the criteria for inclusion of programs on the PFE list is being reviewed. The final decision on the fate of the french program has been delayed pending the outcome of Chief Academic Officer Council (CAOC) discussions on the feasibility of developing a multi-campus collaborative french degree program. Currently UMFK is working with UM to develop a collaborative program. Following the PFE decisions made in 2019 by then Vice Chancellor Dr. Robert Neely, the computer applications, cybersecurity, environment studies, and conservation law programs would have at least three years to increase the numbers of declared majors. Since development day on August 28, 2019 UMFK has focused on improving retention and recruitment. UMFK does not expect to realize significant results from these expanded efforts until the 2020 Fall Semester.

UMM Associate Professor of Special Education, Dr. Heather Ball stated that UMM had eight programs that came up for review in Fall 2019 and that six of those programs remain on the list today. The secondary education and elementary education programs were both on the list last year. UMM has decided to suspend the secondary education program and revised the elementary education program to a broader bachelor of education program, with concentrations in secondary education and elementary education. The creative writing and book arts degree, interdisciplinary fine arts, and interdisciplinary studies programs were combined and are now part of the creative arts degree program. It is the last fine arts degree option at the UMM and the faculty have put a full-face effort into modernizing it and really meeting the needs of our students. The curriculum has been streamlined and will offer concentrations in visual arts and creative writing. The creative arts program will go live in time for students to enroll for Fall 2020. The final program on the UMM PFE list is environmental studies. This program has basically been a zero cost program and utilizes existing course and minors from across the campus. The curriculum has been revised to focus on an existing geographic information system (GIS) certificate program and minor. This is a significant revision and will be brought to the CAOC for consideration. The major now

focuses on ecological and community application of GIS and spatial data. UMM is hoping to have this program approved in time for Fall 2020 enrollment.

USM Provost and Vice President for Academic Affairs, Dr. Jeannine Uzzi stated that USM has two programs on their PFE list. There are a number of programs that were on USM's PFE list that have been removed for various reasons, some of which have already been explained by other campus. USM has two very small Masters programs that are attached to large undergraduate programs. They removed these two programs from the list because there is not much expense in running the programs and they do support larger undergraduate programs. The other category of programs that were initially listed but later removed, are programs that were flagged because they have less than three faculty members. USM merged one of these programs into a larger program and they are working on increasing enrollment for the other program. The two programs still remaining on the USM PFE list are physics and women and gender studies. While USM does not have a lot of declared physics majors or declared women and gender studies majors, those departments bring in the most student credit hours. The physics program has been moved from a Bachelor of Arts (BA) to a Bachelor of Science (BS) degree. USM believes this change will generate a greater interest in the physics degree program. To mitigate some of the PFE issues with the women and gender studies program, USM has made an explicit connection between that program and their public health program. Finally, the natural and applied science program does not actually meet the PFE criteria; however, it has been put on an admissions hold. This is because the department has 3 full time faculty members, with classes averaging 3.5 students, and only generates \$40,000 per year in tuition.

UMPI President and Provost Ray Rice stated that UMPI had a total of 10 programs to report on for the PFE process. Psychology, social work and criminal justice were new programs that were added because of the number of faculty in that program; however, they all have high enrollment numbers. In regards to the programs themselves, several are programs that are basically zero cost and several colleagues have mentioned their programs. Some programs remain on the UMPI PFE list but they have very little operation costs, so there is no need to suspend those programs at this time. The athletic training undergraduate program has been eliminated due to national standards. Mathematics remains on the list, but UMPI continues to address their issues. The most challenging of the programs on the list is the fine arts degrees. UMPI is suspending the bachelor of fine arts (BFA) effective immediately. Admissions has suspended any applications and enrollment in the program. UMPI is closely examining the BFA program to try to revamp and retain it. Additionally, President Rice announced that the New England Commission for Higher Education (NECHE) approved four more programs to start in the Competency Based Education (CBE) modality this morning. The programs being added to the CBE program are history, political science, accounting and education. History and political science were planned to be addressed as part of the UMPI PFE list, but with the addition to the CBE program and the fact that UMPI has also been approved to deliver these programs at UMFK, they no longer meet the PFE criteria. UMPI is moving ahead with submitting three more undergraduate programs and a graduate program in organizational leadership to NECHE for approval to add to the CBE program.

Vice Chancellor Placido thanked all of the campus Provosts for their attention and due diligence working on this process. He stated that UMS is rapidly working to expand the criteria for this process and will be specifically addressing the issues that were mentioned with respect to department roll ups and credit hour production.

Key Performance Indicator (KPI) Update

Vice Chancellor Placido provided some information about a new report on UMS annual enrollment information. This new report was included in the meeting materials for the Board meeting. Vice Chancellor Placido stated that he had planned to have a full discussion on the report, but that it was

difficult to do over a phone conference meeting and would be happy to have a more full discussion at a later meeting if needed. He explained that the data included in the report separated Early College enrollment from regular enrollment numbers. Early College was separated to more accurately reflect the reality of the dire state of the rest of UMS enrollment. Trustees mentioned that they really appreciated the report and that having the enrollment totals on an annual basis was very helpful. They also asked a few questions regarding the matriculation of Early College students to the UMS. Vice Chancellor Placido explained that the matriculation percentage is much lower than expected but the benefit of continuing the Early College program includes developing a relationship with K-12 students and the added State funding for the participation in the program. Additionally, the Early College program has a low operation cost.

Vice Chancellor Placido provided an update on the status of Fall 2020 applications across the UMS. He stated that UMS has made good progress on the upfront admission process. UMS is up 1.5% of total applications. The System has worked hard to speed up the decision process. UMS is up 4% on admittance from same point last year. Some universities began efforts to capture early decision and Vice Chancellor Placido told them they need to focus on matriculation and getting students to close the deal. Those campuses are up 12% on matriculations from the same point last year; however, in total the UMS is down 1.8%. Vice Chancellor Placido pointed out that UMS was making good progress on enrollment but about two weeks ago, there was a sudden dip in activity. He surmises that this is probably due to the overall nervousness of the future to come with the current COVID-19 situation. He said that UMS is working on this issue and that the admission directors got together and cemented a proposal as a team early on to pull back out-of-state recruitment and travel and concentrate on creating virtual events. He thanked them for their efforts and for being proactive. Vice Chancellor Placido stated that he has been working with the UMS Organizational Effectiveness Department to examine the application review process. He asked the Director of that department, Dr. Kim Jenkins to provide a brief overview on their progress. Dr. Jenkins said that she has had several meetings with shared processing staff including enrollment managers and administration managers. She observed the steps required to process the undergraduate application from the moment a student replies all the way until the application processing center submits it to the campuses, where it goes for further review. She also followed the leg of the process where the application is considered completely submitted until a decision was made and ordered. The team developed a full set of recommendations and are planning to share those at the next COAC meeting as they begin the third phase of the work, which will be a series of discussions that will be facilitated with campus Presidents and enrollment managers. From there, Dr. Jenkins envisions there will be some number of recommendations adopted that focuses on the student experience.

ACTION ITEMS

Acceptance of Minutes

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

January 26-27, 2020 – Board of Trustees Meeting

January 27, 2020 – Finance, Facilities, Technology Committee Meeting

March 10, 2020 - Executive Committee Meeting

Confirmation of Student Representative to the Board of Trustees

UMF President Edward Serna explained that Mr. David Ballard was selected as the new UMF Student Representative to the Board of Trustees. Mr. Ballard was selected because of his dedication to campus leadership and community service.

On a motion by Trustee Martin, which was seconded by Trustee Timm, the Board of Trustees approved the following Student Representative to the Board of Trustees:

Student Representative:

David Ballard, UMF – appointed to complete former UMF Student Representative’s term from January 2020 to November 2020

Approval of the Board of Trustees Meeting Calendar

In accordance with the University System’s Charter and the Board’s By-laws, the proposed 2020-2021 and 2021-2022 Board of Trustees meeting calendar was submitted for approval. In order to allow as much flexibility as possible in planning schedules, the proposed calendar has been developed on a 2-year cycle. The Board of Trustees Office in consultation with the Chancellor and the Board Chair are able to modify the Board calendar as necessary to accommodate the needs of the Board.

On a motion by Trustee Gardner, which was seconded by Trustee Hustus, the Board of Trustees approved the Board of Trustees meeting calendar for 2020-2021 and 2021-2022, as presented.

Structured Parking Facility Design, USM

USM Chief Business Officer, Mr. Alec Porteous provided information about USM’s request to expend up to \$1,200,000 to design an approximately 425-space parking structure to be constructed on the Portland campus at the USM. Funding for the design, and ultimately for the construction of this project, is proposed to come from a University Revenue Bond with debt service funded by USM dedicated annual revenue streams. Due to the preliminarily approved new student residence facility project construction and other contemporaneous projects, the University expects to lose approximately 185 parking spaces on campus. That would create a parking deficit situation compared to current demand and would not meet future demand. USM’s proposing an approximately 425-space facility roughly in the footprint of the current 61-space surface lot adjacent to Sullivan Gym and accessed from Falmouth Street. The proposed site was selected based on numerous factors including the proximity to the new residence hall and Career and Student Success Center, balancing the distribution of traffic flow around campus, and the efficiency of the site design. If approved today, USM will execute an agreement for the design of this facility. That total project cost is preliminarily estimated at \$12.7 million. While the total cost for revenue bonding authorization purposes is scheduled for later in the agenda, only the design and initial due diligence portion of up to \$1.2 million is currently being requested. USM would return at a later time to request Board of Trustee authority to actually construct the facility and for full corresponding budget authority.

At the February 26, 2020 Finance, Facilities, and Technology (FFT) Committee meeting, Chancellor Malloy stated that he was not comfortable moving forward with the full \$1.2 million approval without having approval of the structured parking facility site from the City of Portland. He proposed that the Board approve the full \$1.2 million amount with an approved initial spending limit set at \$400,000 and the additional \$800,000 spending schedule to be authorized by the Chancellor and the Vice Chancellor for Finance and Administration & Treasurer. The additional \$800 thousand spending schedule would also be contingent upon obtaining approval of the site location from the City of Portland. Based on this discussion, FFT Committee Chair Gardner proposed that the Committee remove this item from the Consent Agenda and instead vote to move the item forward to the March Board meeting as a full action item with the text of the amended resolution to be presented at that time. The resolution was revised to include Chancellor Malloy’s proposed revisions and this amended resolution is what is before the Board for approval today.

On a motion by Trustee Hustus, which was seconded by Trustee Gardner, the Board of Trustees accepted 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 \$1,200,000 for design of an approximate 425-space structured parking garage on the Portland campus with funding from a University Revenue Bond with debt service funded by University of Southern Maine dedicated annual revenue streams. The approved initial spending limit is set at \$400,000 with the additional \$800,000 spending schedule to be authorized by the Chancellor and the Vice Chancellor for Finance and Administration and Treasurer and contingent upon obtaining approval of the site location from the City of Portland.

Bond Financing, Internal Loan and Project Authorization

UMS Vice President for Finance and Controller, Ms. Tracy Elliott provided information about the University of Maine System proposal to issue revenue bonds in an amount not to exceed \$95 million and an internal loan of \$4 million to finance various projects at the University of Southern Maine. Revenue bonding is being requested to finance substantially all project costs, including capitalized interest and financing costs, of the design and construction of an approximate 580 bed student residence hall totaling approximately \$65 million, and an approximate 425 space parking structure totaling approximately \$13 million. Revenue bonding is also requested to finance a portion of project costs, including financing costs, of an approximate 60,000 square foot Career and Student Success Center with total costs of approximately \$31 million. This project has mixed source funding which includes an allocated \$19 million from the State of Maine's 2018 Facilities and Infrastructure Improvement Bonds, gift funds that USM has and will continue to raise, and revenue bonds to bridge any gap in funding with the total amount estimated not to exceed \$11 million. Additionally, the UMS proposal enables USM to enter into an internal loan with UMS to cover costs associated with executing the Predevelopment Agreement with Capstone for Student Housing related costs. USM will incur expenses related to siting, architect and engineering fees, permitting, and other predevelopment work. Additionally, USM is requesting an internal loan estimated at approximately \$4 million to fund those costs that will be reimbursed upon issuance of revenue bonds.

On a motion by Trustee Gardner, which was seconded by Trustee Johnson, the Board of Trustees accepted the recommendation of the Finance, Facilities, & Technology Committee and approved the Financing and Project Authorization resolution related to the issuance of revenue bonds not to exceed \$95 million for the purpose of financing three University of Southern Maine projects on the Portland campus including substantially all of the design and construction of an approximate 580 bed student residential facility and an approximate 425 space parking structure, and financing a portion of an approximate 60,000 square foot Career and Student Success Center. Additionally, that the Board of Trustees approved issuance of an internal University of Maine System loan to the University of Southern Maine for up to \$4 million, as determined by the Treasurer, for the purposes of funding predevelopment work related to a student residential hall on the Portland campus.

Reduction of Canadian Tuition Rate

Vice Chancellor Placido provided information on the UMS proposal for a reduction in tuition for Canadian students. UMS is proposing to offer Canadians an in-state tuition rate. The primary challenge to recruitment in Canada relates to the cost differential of approximately \$7000. Examples from UMFK and UMPI show that with assessment of an in-state rate, that differential deficit will decrease by approximately \$4000 for most programs. All UMS campuses are requesting to change their Canadian tuition rates and are seeking approval now so that they can start marketing this change to prospective Canadian students in time for the Fall 2020 semester.

On a motion by Trustee Martin, which was seconded by Trustee Timm, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and approved

the change from Canadian non-resident tuition rates to in-state tuition rates for all campuses effective for Fall 2020.

Academic Program Proposal: Masters of Science in Cybersecurity, USM/UMA

Vice Chancellor Placido provided a brief overview of the UMA and the USM request to offer a collaborative Master of Science in Cybersecurity (MSC). The courses are divided evenly between the Universities and the capstone is delivered by the University conferring the degree. This collaboration is possible because of UMS's move to unified accreditation. The MSC will be available in Fall 2020. UMA President Rebecca Wyke and USM President Glenn Cummings provided a few additional details about the program and expressed their contentment for being able to offer this collaborative degree with the help of unified accreditation.

On a motion by Trustee Gardner, which was seconded by Trustee Eames, the Board of Trustees authorized the creation of a collaborative Master of Science in Cybersecurity for the University of Maine at Augusta and University of Southern Maine.

Tenure Nominations for 2020

Vice Chancellor Placido asked the Board of Trustees to approve the 33 UMS tenure candidates as presented. He stated that the tenure applicants were reviewed and subsequently recommended by the Academic Affairs department, campus Presidents and Provosts, the Chancellor and the Academic & Student Affairs Committee.

On a motion by Trustee Martin, which was seconded by Trustee Johnson, the Board of Trustees approved the recommendations for tenure submitted by the universities of the University of Maine System. Approvals will take effect September 1, 2020 for faculty with academic-year appointments and July 1, 2020 for faculty with fiscal-year appointments.

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

Vice Chancellor Placido provided information about USM's request that Dr. Rachel Bouvier be awarded tenure at the rank of Associate Professor, effective September 1, 2019. Dr. Bouvier previously worked for USM from 2005 through 2014 and in that time earned her tenure from the Board of Trustees in 2011. Dr. Bouvier's academic achievements clearly demonstrate that she meets the standards for tenure at USM and the expectations of an Associate Professor.

On a motion by Trustee Collins, which was seconded by Trustee Timm, the Board of Trustees approved tenure at the rank of Associate Professor of Economics at the University of Southern Maine to Dr. Rachel Bouvier with tenure to be effective at the time of hiring.

Engineering Education & Design Center Authorization and Naming, UM

UM Dean of the College of Engineering, Dr. Dana Humphrey, provided information on UM's request to expend up to an additional \$63 million to proceed with construction of the Ferland Engineering Education and Design Center (EEDC), bringing the total authorization to \$72 million. Additionally, UM is requesting final approval of the naming for the building as originally brought forth and approved in March of 2018. Funding will be provided through University revenue bonds supported with State debt service funding approved by the Legislature in late 2017, privately raised funds and other resources as identified by the UM Chief Business Officer and UMS Treasurer. In March, 2018 the naming of the facility was brought to the Board for consideration based on the receipt of a \$10 million gift from donors who wished to remain anonymous at the time. In September of 2019, the donors Eileen and James Ferland were publicly recognized by the University as the generous donors and naming beneficiaries for the

facility. The proposed name of the new facility is: “E. James and Eileen K. Ferland Engineering Education and Design Center”, with common reference as “Ferland Engineering Education and Design Center”. Design for the building has progressed and bidding for construction is scheduled to begin in the Spring of 2020. In preparation for this, the university is requesting to increase the spending authority of the project to a total of \$72 million. This is expected to cover costs of construction of the facility with an additional approval anticipated in approximately one year to finalize the expenses related to final fit out such as furniture, equipment and IT fixtures in the building. The total final project budget is currently projected to be approximately \$78-\$80 million.

This building will give UM the capacity to add 1,000 undergraduate and graduate engineering students. As of January 24, 2020, the number of students accepted into the College of Engineering was up 16 percent over the same date in 2019. The capacity provided by the Ferland EEDC is essential to allowing engineering student enrollment to continue to grow. The demand for UM engineering graduates is at record levels. According to Burning Glass Technologies, there were more than 1,500 job postings for engineers in Maine in 2019 and the most recent placement rate for UM engineering graduates was 99.9 percent. The Ferland EEDC is essential to providing the workforce that Maine's economy demands, both in terms of skills and numbers. Biomedical engineering is a growing sector of Maine's economy that must be supported by robust research and economic development. This will be directly supported by the Ferland EEDC, as biomedical engineering research labs comprise roughly half of the building's third floor.

On a motion by Trustee Collins, which was seconded by Trustee Eames, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine: a. to increase the project authorization of the Engineering Education and Design Center by \$63 million, bringing the total authorization to expend up to \$72 million, funding for which will come from a combination of State debt service, University Revenue bonds and private giving; b. to increase square footage by approximately 101,000 gross square feet; c. to finalize the name of the facility as the “E. James and Eileen K. Ferland Engineering Education and Design Center” with common reference as “Ferland Engineering Education and Design Center.”

Approval of the Maine Economic Improvement Fund Annual Report

UM President Joan Ferrini-Mundy provided an overview of the 2019 Maine Economic Improvement Fund (MEIF) Annual Report. Maine statute requires the UMS to provide an annual report to the Governor and Legislature. In addition to listing the annual financial data, the report also included an assessment of the achievement of the annual goals and objectives, and a summary of the research and development projects that have been funded. In FY2019, the State's \$17.35 million MEIF investment was leveraged at a rate of 4.4 to 1 by UMS campuses for an additional \$76.57 million in federal and private-sector grants and contracts in the seven sectors. MEIF funds and leveraged external grants and contracts funded the work of 587 researchers and technicians, and 1,054 graduate and undergraduate students. These grants and contracts provided more than \$2.5 million to purchase major equipment to upgrade and outfit university laboratories. Maine's public universities secured new patents, worked on development projects with large and small businesses and start-ups, and provided research and development support to 530 companies and individuals.

On a motion by Trustee Martin, which was seconded by Trustee Donnelly, the Board of Trustees approved the 2019 Maine Economic Improvement Fund Annual Report as presented.

Motion to Defer Agenda Items

The March Board of Trustees meeting was changed to a conference call meeting to account for public safety measures because of concerns with COVID-19. As a result, Chair Erwin has asked that four items be moved to a later meeting.

On a motion by Trustee Gardner, which was seconded by Trustee Hustus, the Board of Trustees approved deferring the following agenda items to a later Board meeting:

- Overview of the Climate Change Institute and Mt. Everest Expedition
- Reaching R1 Status: Highlights & Updates on UM Research Initiatives
- University of Maine Graduate and Professional Center Update
- Roux Institute Update

CONSENT AGENDA

On a motion by Trustee Gardner, which was seconded by Trustee Martin, 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 February 24, 2020:

Academic Program Proposal: Masters of Science in Athletic Training, UM

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and authorized the creation of a collaborative Master of Science in Athletic Training for the University of Maine.

The Board of Trustees reviewed the following agenda items as forwarded by the Human Resources and Labor Relations Committee to the Consent Agenda from its meeting on February 24, 2020:

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

The Board of Trustees accepted the recommendation of the Human Resources/Labor Relations Committee and approved the repeal of Board of Trustees Policy 411 Health Insurance for Retirees and Former Employees on Long Term Disability in favor of establishing an Administrative Practice Letter (APL) for the same purpose.

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 February 26, 2020:

Advance Structures & Composite Center Renovation, UM

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine to spend up to \$1,400,000 from various funding sources, including funds generated by industrial contracts, resources identified by the Vice President for Research and Dean of the Graduate School, a sponsored award from US Army Natick Soldier Center, and residual funds from a previous fixed price contract from the Natick center, to renovate the mezzanine section of the Advanced Structures and Composite Center to secured office space.

Lease Authorization, University of Maine Museum of Art, UM

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology

Committee and a.) authorized the University of Maine System acting through the University of Maine to enter into a lease agreement for up to 1,638 additional square feet of space at 40 Harlow Street, Bangor Maine; b.) for up to 21 years and at a cost of up to \$302,000 for the initial 16-year period to be funded with private donations, with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel; and, c.) to name the museum entity the Linda G. and Donald N. Zillman Art Museum - University of Maine, or in short the Zillman Art Museum - University of Maine.

Enrollment and Advancement Center, UMFK

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System acting through the University of Maine at Fort Kent to expend up to \$3,249,000 for the Enrollment and Advancement Center to be funded with \$2,990,000 from general obligation bond resources and \$259,000 in campus funds.

Update to Finance, Facilities, & Technology Committee Meeting Protocol, UMS

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System to adopt the changes and authorized the Treasurer and Clerk of the Board to update practices and procedure as necessary.

DISCUSSION ITEMS

Unified Accreditation Update

UMS Chief of Staff (COS) and General Counsel, Mr. James Thelen provided a brief update on UMS's work in preparing the necessary substantive change application to the New England Commission of Higher Education (NECHE) to transition to unified accreditation. COS Thelen said that although the System has to unexpectedly devote much time to the current COVID-19 situation, they are still moving along as expected with the work to complete the substantive change application in their original timeframe. He stated that thankfully due to the planning work and everything that went into the Chancellor's reports on unified accreditation, UMS had a solid foundation of work underway at the time, and was able to divert some attention to COVID-19 planning and action. The unified accreditation team developed two sub-committees in order to delegate some of the responsibilities of the substantive change application in relation to NECHE standards. The first UA Committee is focused on Academic Affairs and Student Success and is being co-chaired by UM President Joan Ferrini-Mundy and UMPI President Ray Rice. The second UA Committee is focused on Finance, Administration and Student Support Services and is co-chaired. by UMA President Rebecca Wyke, and UMS Vice Chancellor for Finance and Administration, Mr. Ryan Low. There are also representatives from each of the seven UMS campuses that have been added to each of the primary UA planning committees. Additionally, a Coordinating Council has been put together to coordinate the two primary UA planning committees and members of the council include the aforementioned co-chairs from both primary UA committees plus COS Thelen, Chancellor Malloy, Vice Chancellor Placido, and other key campus and System leadership Staff members. This council will help to harmonize the work of the two committees and will do some of the drafting and related work on standards directed at System mission and governance issues. A fourth group has been developed to work with System faculty to develop a System-wide governance model along with related System-wide curriculum and related policies. All of that work will be shared, coordinated, and put together, which will ultimately result in the substantive change document to be submitted to NECHE. There has been a significant amount of drafting and a lot of work to synthesize the information so that it appears and is submitted as a single document.

President Ferrini-Mundy provided a brief overview of the progress that has been made in regards to the Academic Affairs and Student Success committee. This committee has three NECHE standards to work out for the substantive change application. The committee is on track to have a first draft of their work in the next couple of days. President Ferrini-Mundy explained that the process includes taking each NECHE standard and outlining where the System currently stands with analysis and an explanation of what needs to change. This is where the committee will outline the importance of having a System accreditation to fulfill those needs and evaluation of how that would be achieved. She stated that in many areas, our current policies and procedures already help to facilitate and defend our push for unified accreditation. President Rice stated that he believes that the committee has a pretty good discovery draft but there is still some work that needs to be done before the draft is ready. He stated that he too is pleased at how well poised UMS seems to be with current practices to meet this exercise and to bring forward a plan that will be accepted.

President Wyke stated that the finance administration and student support service committee has two NECHE standards to work on. She explained that because of the work that has already been done to centralize most of UMS's administration and finance services, they are in pretty good shape. She mentioned that many of the people on the committee are also key leaders involved in the COVID-19 situation and that has set them back a bit, but they pulled together and plan to offer a draft of their report by the end of the month.

COS Thelen stated that going forward, once the reports have been harmonized into one draft substantive change application, UMS will provide a web-based University community input tool where a draft will be available for community review and feedback. Next steps are to send a summary letter to NECHE outlining UMS's progress in developing the substantive change application. COS Thelen expects the final draft of the substantive change application to be submitted to NECHE by the end of May so that they can review it at their annual meeting in June, with a final decision from NECHE shortly after that.

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/12/2020/03/MtgMat-BOT-March-2020-revised-031520.pdf>

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held on May 18, 2020 will not be held in person due to the COVID-10 pandemic. The meeting will be held via interactive technology.

Adjournment
Heather A. Massey for
Ellen N. Doughty, Clerk