

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

May 18, 2020
Zoom Meeting

Board of Trustees Meeting

Present: James Erwin, Chair; Kelly Martin, Vice Chair; Mark Gardner, Trish Riley, Gregory Johnson, Lisa Eames, James Donnelly, Emily Cain, Sam Collins, Tim Doak, 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, Becky Wyke, and Tex Boggs. **System Staff:** Robert Placido, Ellen Doughty, David Demers, Chip Gavin, Carol Corcoran, Rosa Redonnett, Kay Kimball, Ryan Low, Kim Jenkins, and James Thelen.

Absent: Pender Makin.

Monday, May 18, 2020

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

EXECUTIVE SESSION

On a motion by Trustee Donnelly, which was seconded by Trustee Gardner, and approved by a roll call vote of all Trustees 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.
- 1 MRSA Section 405 6-E to consult with its attorney concerning legal rights and duties of the university.

On a motion by Trustee Gardner, which was seconded by Trustee Eames, and approved by a roll call vote of all Trustees 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 Zoom and 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:

Jim McClymer – UMS Concerns

CHAIR'S REPORT

Trustee James Erwin stated that UM Faculty Representative to the Board, Dr. Patti Miles, UMPI Student Representative to the Board, Mr. Evan Zarkadas, and UMA Student Representative to the Board, Ms. Hunter Chesley have all completed their terms in their respective roles. He thanked them for their

dedication and leadership while serving as a representative to the Board and stated that they would be mailed a certificate of appreciation in acknowledgement of their 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 via Zoom for a Summit. The summit topics will include reports from the BOV Chairs and campus Presidents as well as updates on pandemic operations, unified accreditation progress, and fiscal matters. He stated that he hoped many Trustees and BOV Members would be able to attend.

CHANCELLOR'S REPORT

Chancellor Malloy introduced Ms. Leigh Saufley, who was recently selected as the Dean of the Maine Law School. He welcomed her to the University of Maine System and expressed that she has already done some outstanding work since being hired. Chancellor Malloy also announced that Dr. Michael Webber, former Dean of the University of Maine Graduate School of Business, had accepted a job at another university closer to his home in Florida. He thanked Dr. Webber for his outstanding work over the past two years, especially his work with the online MBA program.

Chancellor Malloy explained that UMS has begun to reach out to higher education institutions across the United States to offer teach-out assistance to any college or university that is unable to remain open due to COVID-19, to make sure that their students are able to graduate. Chancellor Malloy also stated that UMS would offer students from across the nation in-state tuition rates to come to UMS to complete their educations if their previous institutions closed due to COVID-19.

Chancellor Malloy acknowledged UMS Chief General Services Officer, Mr. Chip Gavin for his exceptional emergency planning work in helping the System navigate the COVID-19 pandemic. He stated that Mr. Gavin has been working closely with the State and Federal Center for Disease Control (CDC) to ensure that UMS was prepared as they provided guidance to students, staff, and faculty. Chancellor Malloy presented Mr. Gavin with a gift and read an excerpt from the poem O Captain! My Captain, by Walt Whitman.

Chancellor Malloy stated that he was extremely proud of the response from UMS students, faculty, and staff as they transitioned to online classes in mid-March. He said that everyone has been working together and supporting each other to make sure that the faculty were able to provide virtual classes and students were able to complete their Spring semester. He also thanked the Board for being so responsive to the needs of the System during these unprecedented times.

UMS Coronavirus (COVID-19) Response and Safe Return Planning

UMS Chief General Services Officer, Mr. Chip Gavin provided an update and overview of the UMS COVID-19 response and safe return planning. Mr. Gavin began by thanking the Chancellor, university Presidents, and the emergency response planning teams for their efforts in supporting the response to the pandemic. The planning teams consist of the campus-based incident command teams, which were established after 9/11. Mr. Gavin stated that the planning teams meet regularly with the Chancellor, Residential Advisory Board, and the statewide higher education planning group. He explained that the planning teams are not only working on present issues, but are very much focused on future plans for the Summer and Fall semesters. He stated that UMS has provided guidance for students, faculty, and staff through July 1st and that further details would be provided once the System learns what Governor Janet Mills will provide for guidance for beyond that date.

Mr Gavin talked about the many ways in which UMS has been working with the Maine Emergency Management Agency (MEMA) and the Maine CDC to assist the State in responding to the pandemic. He stated that UMS efforts include, providing testing chemicals, hand sanitizer, additional nursing support, research, scientific expertise, and shelter for homeless people displaced due to social distancing requirements. He explained that he envisions that this collaboration with the State will continue and that UMS is prepared to offer support in any way that they can.

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

Vice Chancellor for Finance and Administration & Treasurer Mr. Ryan Low welcomed Ms. Carol Corcoran, who was recently hired as the UMS Chief Human Resources Officer. Ms. Corcoran stated that she was delighted to be a part of the UMS and that in the two weeks that she have been on board, she has been extremely impressed at the wonderful talent that exists at the University of Maine System and its universities.

FY2021 Budget Update and Schedule Change

Vice Chancellor Low explained that typically the FY2021 budget would have been on the agenda for approval at this meeting; however, with the impact of the pandemic and the uncertainty of State appropriation funds, the schedule for approval has had to change for FY2021. The new schedule for approval is that the second reading of the FY2021 budget will be presented at the June 24th Finance, Facilities, & Technology (FFT) Committee and then will be sent to the June 26th Special Board of Trustees meeting, for final approval. By allowing this extra time, campuses will have time to gather additional information through the end of May and provide a more accurate depiction of their campus's forecasted budget. Vice Chancellor Low stated that he fully expects there to be at least one, if not more, changes to the FY2021 budget as some of the unknown details become clearer.

The UMS Finance and Administration department continues to work with the campuses on some very challenging budget issues for FY2021. The FY2021 budget has many moving parts that are mostly large unknowns, and likely will remain unknown even for the late June budget approval process. Some of these unknowns include state appropriation funding, retention of existing students, pandemic impacts on new enrollments, residence hall occupancy rates, and dining revenue. Going into the next several weeks, UMS is going to need to develop good, bad, and severe scenarios for each one of those to have the ability to react. State appropriations is a good example of the unknown in that right now the best case scenario is to receive at least flat funding for FY2021. However, there is a possibility that we could receive 5% - 20% less than flat funding and the finance team is in the process of developing strategies to mitigate that shortfall if necessary. Additionally, similar scenarios for all of the unknowns are likely. The immediate short-term focus is moving the process forward and putting the budget in front of the Trustees in late June. UMS will continue to make adjustments as time moves forward and at this point changes from the original budget are expected to be in the tens of millions, with the biggest impacts likely due to loss of tuition and auxiliary revenues. There are some modest expense savings from traveling restriction; however, they will not offset the expenditures that will be required for a safe return of students this Fall. Vice Chancellor Low stated that he believes campuses should expect and are preparing for a very difficult Fall budget situation.

Current Fiscal Year-to-Date Forecast to Budget

Vice Chancellor Low stated that the materials presented today are the third and final forecast for FY2020. He explained that report presented today shows a nearly \$25 million budget gap, with the investment income data being included and the approximately \$9 million in CARES Act funds excluded. It is important to note, that those figures include two campuses showing a surplus for the year. This figure is up nearly \$15 million from the FY2020 Forecast to Budget report and up \$20 million over the originally

approved budget. Vice Chancellor Low stated that this is the largest budget gap in over a decade and quite possibly the largest gap ever reported to the Board. Without factoring in the April Investment returns the budget gap would likely be north of \$32 million. Although UMS has \$9 million in CARES Act funds to help offset a portion of that gap, losses will exceed the ongoing resources by a considerable margin. Additionally, it is important to note that the CARES Act dollars are allocated through the campuses and not the System. Therefore, the System cannot just subtract \$9 million from the \$25 million gap. Some UMS campuses will be carrying over the Cares Act dollars to FY2021 to spend. The largest gap is at the UM campus, which is looking at a nearly \$13 million budget variance. Even with \$4 million in Cares Act funds to offset the loss, UM will likely have to increase its reserve transfers by nearly \$9 million. UMA continues to show a positive multi-year turnaround and looks like it will end FY2020 with a modest surplus. UMFK is also on track to end FY2020 with a small budget surplus due to personnel and travel savings throughout the year. UMF is in the most challenging position as their budget gap represents nearly 10% of their revenue base. The USM budget variance has grown by about a \$1.2 million since the last forecast; however, they expect to close the gap through expense reductions, Cares Act funding and additional year-end transfers. UMM and UMPI are on track to be able to balance their FY2020 budget through reserve transfers. The additional reserve transfers expected at all UMS campuses for FY2020 will make balancing the FY2021 budget that much more challenging.

Investment Update

The Managed Investment Pool has a current market value of \$309 million. It experienced a loss of 11.5% for the month of March, with a fiscal year to date loss of approximately 11.3%. April brought some relief with a positive 7.5% return, based on index results. The Pension Plan has a current market value of \$24 million. It experienced a loss of 5.4% for the month of March, with a fiscal year to date loss of 2.3%. April compensated the loss with a one month return of 5.1%. The Operating Fund has a current market value of \$279 million. It experienced a loss of 3.6% for the month of March, with a fiscal year to date loss of 1.4%. Preliminary April one month results indicate a return of 2.4%, yielding net investment revenue for the fiscal year of \$710 thousand, which is \$2.7 million under the \$3.4 million FY2020 investment income budget.

Key Performance Indicator (KPI) Update

Vice Chancellor Low provided a brief overview of the UMS debt rating review performed by Standard & Poors (S&P) in late April. UMS received an AA- S&P debt rating, meaning UMS has a very high capacity to repay its loans due to financial position and attitude towards repaying debt. UMS is considered to have a very low chance of defaulting and a stable outlook, which means that the rating is not likely to change. AA- rating is the highest rating an institution can receive and other geographically close higher education institutions such as Massachusetts, Connecticut, Vermont State, and Rhode Island are all below that AA- rating. S&P did note that the UMS credit strength is diminished some due to potential pandemic impact, demographic challenges, infrastructure concerns, and ongoing budget deficits before reserve transfers.

UMS IT COVID-19 Response and Classroom Upgrade Update

UMS Chief Information Officer, Dr. David Demers provided information concerning UMS IT initiatives and classroom upgrades needed to help support the COVID-19 response and the safe return to campus plans. Since the change to remote learning in mid-March use of the Blackboard Learning Management System increased 27%, over the utilization prior to Spring break. Remote instruction has also massively increased the utilization of Zoom. Pre-Spring break Zoom averaged 505 sessions and 1709 participants per week. Post-Spring break Zoom averages jumped to 3066 sessions and 11,795 participants per week. Dr. Demers explained that the challenges for Fall include how to leverage existing facilities while reducing classroom capacity and how to create and maintain flexible teaching modalities using

technology. In order to mitigate these challenges UMS IT explored options to maximize number of classroom facilities with web conferencing and recording capabilities. UMS will be able to leverage the 263 rooms already upgraded through the Classrooms of the Future (CFTF) upgrades; however, with social distancing requirements, the System will need to add additional upgraded classrooms to accommodate flexible learning through the pandemic. An initial analysis, which identified peak classroom demands, provided information about how many additional web-conference enabled classrooms would be required to reduce student capacity by 50%, to maintain social distancing. Based on the analysis, Dr. Demers provided information about a 2 year proposal to meet the needs of the additional web-conferenced enabled classrooms. The year one proposal includes an upgrade of 180 classrooms and the addition of 59 portable web-conferencing carts across the System, by Fall 2020, for a total of \$2.56 million. The classrooms in year one are primarily CFTF phase 1 rooms, based on infrastructure readiness. The year two proposal includes the upgrade of the last 83 CFTF phase 1 classrooms and an additional 300 classrooms, by Fall 2021, for a total of \$14.3 million. The full 2 year proposal is estimated at approximately \$16.3 million. Some challenges for the project include supply chain limitations due to increased demand for web-conferencing equipment, vendor workforce availability, and UMS IT staffing shortages. Chancellor Malloy stated that the presentation on this topic today, is to brief the Trustees on the initial \$2.56 million expenditure, which will take place over the Summer break. He stated that the rest of the 2 year proposal will be brought to the Board at a future meeting for the appropriate approvals.

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:

UMS COVID-19 Response Update

Vice Chancellor Placido introduced Ms. Megan Clough – UMS Director of Learning and Organizational Development, Dr. Erin Soucy – UMFK Dean for the Undergraduate School of Nursing, Dr. Brenda Petersen - USM Associate Dean of Nursing, Dr. Shannon E. Gauvin – UMA Director of Nursing, and Dr. Kelley Strout – UM Assistant Professor of Nursing. These individuals form a team, that developed a plan for the UMS nursing program to assist the System and the State in combating the COVID-19 pandemic. Dr. Soucy provided information on the nursing program collaboration between all UMS campuses. She explained the how each campus provides a unique experience to support the different sectors of the nursing student population. She stated that UMS offers a Registered Nurse to Bachelors of Science in Nursing (RN-BSN) program. Students who earn their Associate degree RN at one of the Maine Community College System (MCCS) institutions, are able to transfer their credits to the UMS nursing program and earn their BSN degree. Additionally, USM and UM offer Masters of Science in Nursing (MSN) programs. USM and UMFK just entered into a partnership, where a student is able to earn their RN-BSN at UMFK and then move seamlessly to USM, to complete their MSN online. UMS has met with MCCS numerous times to work on this collaboration and to review each other's curricula and to avoid program content redundancy and ensure that transfer credits were awarded appropriately. Two of the UMA RN-BSN students opted with faculty approval, to work with the Maine CDC on an epidemiological project concerning preventing the spread of COVID-19.

Dr. Strout stated that since 2017 all four System schools of nursing have responded to the projected frontline nursing shortfall across the State by increasing pre-licensure nursing enrollments across all programs. In Fall 2019 UMA opened a new pre-licensure program and enrolled 115 students in their first cohort. In response to COVID-19 and the rapid transition to remote instruction, all four UMS nursing programs put forth extra effort to make sure that their nursing students progressed and graduated on time. In addition, UMFK and UM graduated 61 students three weeks early so they could enter the Maine

workforce and help with the pandemic response efforts. UM opened Summer classes to allow final semester nursing students of the December 2020 cohort to finish their degrees and graduate 4 months early, for the same purpose. Additionally, UM worked with 14 hospitals across Maine and the Nation to establish paid Certified Nursing Assistant (CNA) positions. This employment will not only count as clinical experience needed for their degree, but also provides additional frontline assistance for the pandemic.

Dr. Peterson explained that in mid-March, hospitals suspended students from the clinical training in Maine and across the Nation, due to the pandemic. In order to provide a platform to make sure students continued clinical learning and the academic integrity of the programs, UMS nursing faculty across the System leveraged the technology of virtual simulation. Virtual simulation is a disruptive innovation that provides interactive, computer based, real-life patient scenarios placing students in a central decision-making role to provide application of knowledge and skills. Students benefit from these consistent accurate interactions that are provided, that also provide feedback and pathways for remediation. UMS students have reported that this method of learning has increased their critical thinking, clinical decision-making, and communication skills and has helped them to think like a nurse. Medical leaders across the State have identified UMS's use of virtual simulation as an innovation to continue to move students forward in the program and evidence of UMS faculty and students stepping up in partnership with them in this time of crisis management.

Dr. Gauvin provided additional details about the collaboration across all four System nursing program campuses. She stated the nursing faculty at all four System campuses have been working together to brainstorm clinical education, laboratory education, virtual simulation, resource identification, and to establish best practices for mitigating the pandemic. Dr. Gauvin also explained that aside from the Statewide nursing shortage, there is also a shortage of nursing faculty. With the nursing regulatory mandate of eight students to one faculty as a max for clinical, the faculty shortage is even more acute. In addition to identifying ways to grow UMS advance degree options, the team has also solicited the Board of Nursing to reconsider some of the language in board rule regarding the use of preceptors, so that UMS can engage in alternative clinical models, allowing an increased number of students without increasing faculty need.

Faculty Spotlight

Vice Chancellor Placido stated that he has been working with UMS Executive Director of Public Affairs, Mr. Dan Demeritt on the expansion of the Faculty Spotlight concept into the Discover Maine Academic campaign. Mr. Demeritt explained that the campaign will feature a member of our faculty as part of every Board meeting, developing branded content celebrating the quality and impact of their work that can be distributed and promoted to help the general interest audience and potential students get a better sense of the academic rigor and richness available at UMS. USM Assistant Professor of Technology and Cybersecurity, Dr. Lori Sussman was selected to be highlighted in May. Dr. Sussman was working out of state and could not attend the Board meeting so a brief video describing her career and the cyber security work she has provided for USM was provided to the Board. Dr. Sussman was one of the first women to ever graduate from West Point Military Academy. One of her most recent assignments in the military was helping with strategies to defeat Improvised Explosive Devices (IEDs), to help protect troops in harm's way. After her 25 year military career, where she had the opportunity to work with 2 U.S. Presidents in the Whitehouse, Dr. Sussman spent 10 years successfully working in cyber security in the private sector. Dr. Sussman is celebrated as a non-traditional professor and she brings her extensive cyber security experience into her curricula. Additionally, she is highly involved in the USM Husky Hacker Program, where students complete projects concerning hacking and cyber security.

Key Performance Indicator (KPI) Update

Vice Chancellor Placido provided information about a UMS enrollment statistics and Early College participation. He stated that the UMS Executive Director for Early College, Dr. Amy Hubbard and the Early College coordinators at each UMS campus have done a phenomenal job promoting and bolstering the UMS Early College program. The current goal is to reach 5000 students enrolled by 2022 and if trending stays consistent, UMS is on track to surpass that goal. UMS is currently 1.4% ahead of same time last year statistics for undergraduate applications for Fall 2020. Academic Affairs has been working on decreasing the amount of time it takes for application approval and current statics show that UMS is 10% ahead of last year for student admissions for Fall. Dr. Placido stated that the number of matriculated students was on track and was even up almost 11% at one point, until the March market crash. He explained that many families are unsure how the pandemic would affect them and their financial means to attend college. As UMS matriculations flattened out, the Academic Affairs team initiated a variety of new programs to reach out to students and show confidence that UMS will be prepared for the Fall Semester. These initiatives have improved the matriculation statistics but they are still lacking compared to last year. Dr. Placido explained that normally this close to the start of the Fall semester he could predict enrollment within a percent; however with all of the current unknowns due to the pandemic, the variance could be plus or minus 10 percent. Academic Affairs is closely monitoring the Fall enrollment data and will continue to look for ways to mitigate challenges.

ACTION ITEMS

Acceptance of Minutes

On a motion by Trustee Martin, which was seconded by Trustee Donnelly, and approved by a roll call vote of all Trustees present, the minutes from the following meetings were unanimously approved as presented:

February 24, 2020 – Academic & Student Affairs Committee

February 24, 2020 – Human Resources & Labor Relations Committee

February 26, 2020 – Finance, Facilities, Technology Committee

February 27, 2020 – Investment Committee

March 16, 2020 – Board of Trustees Meeting

March 25, 2020 – Finance, Facilities, Technology Committee

April 17, 2020 – Executive Committee Meeting

Election of Board Officers

Trustee Eames, Chair of the Nominating Committee announced that the Committee is nominating Trustee Erwin to be reappointed as Board Chair and Trustee Mark Gardner to be appointed as Board Vice Chair. She thanked them both for their willingness to serve the Board in this capacity.

On a motion by Trustee Donnelly, which was seconded by Trustee Timm, and approved by a roll call vote of all Trustees present, the Board of Trustees approved the Board of Trustees slate of officers for 2020-2021, as presented.

Trustee Erwin thanked the Nominating Committee members and all of the Trustees for their continued trust and confidence in allowing him to continue to serve as Chair. He thanked Trustee Kelly Martin for her leadership and dedication while serving as the Vice Chair of the Board for the past 2 years.

Resolution for Gregory G. Johnson

Chair Erwin explained that Trustee Johnson had to leave the meeting unexpectedly; therefore, Trustee Johnson's resolution will be deferred and presented at a future Board of Trustees meeting.

Resolution for Elizabeth M. Timm

Ms. Betsey M. Timm has served as a Trustee for the University of Maine System from October 30, 2017 to May 26, 2020. She has set a high standard for the level of involvement for a Board member. Trustee Timm's understanding of the issues, attention to both detail and big picture, and ability to effectively chair meetings were invaluable. Her corporate, financial and human resources expertise enabled her to bring a level of perspective that greatly benefitted the Human Resources and Labor Relations Committee. Chair Erwin thanked Trustee Timm for her dedication, wisdom, and insights and for agreeing to continue to serve the Board until her successor is named.

On a motion by Trustee Bartholomew, which was seconded by Trustee Gardner, and approved by a roll call vote of all Trustees present, the Board of Trustees approved the following resolution for Elizabeth "Betsey" M. Timm:

Whereas, Ms. Elizabeth "Betsey" Timm served as a member of the University of Maine System Board of Trustees from October 30, 2017 to May 26, 2020;

Whereas, Ms. Timm served on the Executive Committee, Academic and Student Affairs Committee, Investment Committee and Chaired the Human Resources & Labor Relations Committee for the past two years;

Whereas, Ms. Timm was a leader in the University of Maine at Farmington Presidential Search in 2019 and willingly offered advice and guidance;

Whereas, through her long, successful career in banking, Trustee Timm always brought sound financial experience and wisdom to the Board's discussions;

Whereas, Trustee Timm was always thoughtful and realistic about the myriad of issues facing the Board and her top priority was her commitment to the students in the University of Maine System;

Whereas, Trustee Timm was an excellent ambassador for the System and she will be missed. Effective May 26, 2020 she will complete her service as a member of the Board of Trustees;

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

Approved on the 18th day of May 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.

Confirmation of Faculty and Student Representatives to the Board of Trustees

The UMS Presidents proposing new Faculty and Student Representatives to the Board, provided a brief introduction for each of the new proposed representatives.

On a motion by Trustee Riley, which was seconded by Trustee Doak, and approved by a roll call vote of all Trustees present, the Board of Trustees approved the following Faculty and Student Representatives to the Board of Trustees:

Faculty Representatives:

Harlan Onsrud, UM – appointed for a two year term - May 2020 to May 2022
Clyde Mitchell, UMF – reappointed for a two year term – May 2020 to May 2022
Heather Ball, UMM – reappointed for a two year term – May 2020 to May 2022
Lisa Leduc, UMPI – reappointed for a two year term – May 2020 to May 2022

Student Representatives:

Salvatore Cardinale, UMA – appointed for a two year term – May 2020 to May 2022
Kendra Bear-Perley, UMPI – appointed for a two year term – May 2020 to May 2022

Graduate Student Representative:

Eli Rubin, USM – appointed for a two year term – May 2020 to May 2022

New Academic Program Proposal: B.S. in Health Administration, UMPI

Vice Chancellor Placido and UMPI President, Ray Rice provided information about UMPI's request to offer a Bachelor of Science in Health Administration (HEA, B.S.) with concentrations in Community Health and Health Informatics. A comprehensive market analysis identified the fields of Healthcare Administration and Health Informatics to be in high regional demand, to offer numerous career opportunities for students and area residents, to be lacking in availability at postsecondary institutions in the area and to be an appropriate addition to degree programming as well as feasible and sustainable long term for UMPI. The program has received Title III Grant funding by the US Department of Education's Strengthening Institutions Program. The degree plan will include face-to-face classroom instruction as well as the development of online modalities such as UMPI's Competency-based Education (CBE) YourPace programming. The Trustee Committee members of the Academic and Student Affairs Committee, felt that additional information was needed in order to approve this item at the May Board meeting. Therefore, the Academic and Student Affairs Committee agreed to remove this item from the Consent Agenda and to forward it as an action item to the May 18, 2020 Board of Trustees meeting, for additional discussion by the full Board.

Prior to the meeting a supplemental document outlining additional details on the HEA, B.S. at UMPI was provided to the Trustees. Vice Chancellor Placido and President Rice provided an overview of the supplemental information document. One of the biggest differences between this program and the other Health Administration programs offered at other UMS campuses, is the fact that the program will also be offered through UMPI's online CBE program. Currently, UMPI is the only university in the northeast that is offering a competency based degree for Health Administration. Trustees raised concerns about bringing forward this additional academic program, with UMS's current financial challenges. Trustees also stated that the program would need to be collaborative with the other UMS Health Administration programs to avoid redundancy in programming.

On a motion by Trustee Eames, which was seconded by Trustee Collins, and approved by a roll call vote of all Trustees present, the Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and authorized creation of the Bachelor of Science in Health Administration at the University of Maine at Presque Isle.

Tenure at Time of Hire, Law School

On a motion by Trustee Riley, which was seconded by Trustee Eames, and approved by a roll call vote of all Trustees present, the Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved tenure at the rank of Professor of Law at the University of Maine School of Law to Ms. Jessica Feinberg, with tenure to be effective at the time of hiring.

CONSENT AGENDA

On a motion by Trustee Martin, which was seconded by Trustee Bartholomew, and approved by a roll call vote of all Trustees present, 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 April 27, 2020:

New Academic Program Proposal: B.S. in Computer Sciences, UMPI

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and authorized the creation of the Bachelor of Science in Computer Science at the University of Maine at Presque Isle.

New Academic Program Proposal: B.S. in Environmental GIS, UMM

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and authorized the creation of the Bachelor of Science in Environmental GIS at the University of Maine at Machias.

DISCUSSION ITEMS

Unified Accreditation Update

UMS Chief of Staff (COS) and General Counsel Mr. James Thelen provided an 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 stated that this would be the last update to the Board before the final application was submitted to NECHE in late June. He provided a brief overview of the progression of the process since the Board authorized the Chancellor to seek unified accreditation at the January 2020 Board of Trustees meeting. COS Thelen stated that the unified accreditation Guiding Principles and the Chancellor's commitment to transparency have been key factors in the success of the process of seeking unified accreditation. He stated that the draft substantive change application contained roughly 50 pages and outlines how UMS and its universities will act together to satisfy the nine NECHE accreditation standards. The application also includes a System-level faculty shared governance protocol that the UMS faculty senate and assembly leaders have developed with Vice Chancellor Placido. Vice Chancellor Placido stated that faculty senate and assembly leaders from all seven campuses participated in the development of the faculty shared governance plan. He stated that there was great collaboration among the group and that they have drafted a document outlining suggested faculty shared governance protocol.

COS Thelen invited UM President Joan Ferrini-Mundy and UMA President Rebecca Wyke to provide comment on their observations while developing the substantive change application. President Ferrini-Mundy stated that she feels this has been very collaborative process and that many of the committee members preparing the application have extensive experience in preparing accreditation documents. She also stated that the campus collaboration to respond to the COVID-19 pandemic has provided good material to include in the substantive change application. President Ferrini-Mundy expressed that the team has prepared a very solid first draft, which has benefited from good experience across the System. President Wyke commended the finance and administration unified accreditation sub-committee on the tremendous job they have done in preparing their portion of the application. She stated that many of the outlined processes have been in the works since 2012, when UMS first started to incorporate shared services.

COS Thelen stated that UMS leadership has continued to engage with the Associated Faculties of the University of Maine (AFUM) leadership to ensure that the concept of cooperating departments, which was part of the last round of AFUM negotiations, will be acknowledged in the unified accreditation document. The other engagement that has been key to this process, is that with the NECHE staff. He explained that Barbara Brittingham, President of NECHE has been a critical resource in helping UMS understand important factors to address in the unified accreditation document. A first draft of the substantive change application was shared with NECHE on April 25th and then was added to the UMS unified accreditation website on April 27th. The original plan was to have an online survey open to the UMS community through May 10th; however, UMS faculty asked to extend the deadline due to time constraints with finals and graduation that week. UMS extended the deadline of the survey for an additional business week, ending on May 15th. COS Thelen stated that the document received 745 views during the time it was posted to the website. More than 100 individuals started the survey process, with 54 people actually completing the survey, with a total of 464 unique comments. UMS is in the process of reviewing comments from the survey and from the NECHE team to incorporate into a second draft of the application, which will be submitted for another review by the NECHE team. After the second NECHE review and incorporation of any final feedback, the final substantive change application will be submitted to NECHE sometime the first week of June. The final submission will be in anticipation of a meeting to formally review the document with NECHE on June 23rd, via Zoom. COS Thelen expects to get word by the end of that week about how NECHE viewed the application and their final decision, to be followed up by written confirmation one to two weeks later.

The Board asked the UMS leadership to review the Board Policy manual to provide recommendation for anything that needs to be changed to be in alignment with the unified accreditation application. One of the items noted in the unified accreditation Guiding Principles and expressed by the Board, was that the System charter should not have to change to accommodate unified accreditation. In reviewing the System charter, it was discovered that in many ways the charter already lends itself to operating under a unified accreditation model, and no changes are necessary. Board Policy 308 – Accreditation will need to be adjusted; however, proposed new text has not yet been provided. Additionally, the System and individual university mission statements will need to be updated to align with unified accreditation. COS Thelen also recommends careful review of the entire policy manual because there is too casual use of interchangeable words such as unit, campus, university and institution. In unified accreditation, the institution will be the System as a whole because NECHE only accredits the institution. UMS needs to make sure that the terms throughout the Board Policy manual are in alignment and appropriate to how UMS will be accredited. Chair Erwin and the other Trustees expressed thanks to COS Thelen, Chancellor Malloy, and everyone who has been working so diligently on the unified accreditation process, for their collaboration and hard work.

New Board Policy Proposal: UMS Academic Integrity Policy

UMS Deputy Vice Chancellor for Academic Affairs, Dr. Kay Kimball provided an overview of the proposed new Board Policy for UMS Academic Integrity. The UMS has had a System-wide Student Conduct Code since 1972; however, there has not been a similar approach to academic integrity, the policies for which remain varied and at the campus level. The proposed UMS Academic Integrity Policy is an intended counterpart to the Student Conduct Code and will provide necessary fairness, transparency, and uniformity for students, faculty, and staff, in the context of unified accreditation. In 2018, the office of the Vice Chancellor for Academic Affairs convened a workgroup made up of representatives from each campus drawn from faculty, student affairs, and other relevant departments, to review existing campus Academic Integrity Policies and craft a new policy for System-wide implementation. The proposed policy was shared in draft form multiple times with all campuses, their Chief Academic Officers, and their Presidents. The policy was accordingly revised, based on their collective feedback. It has also been vetted

through the UMS General Counsel's Office to address any compliance and due process concerns. The first reading of this proposed new Board Policy was presented at the April 27th Academic and Student Affairs (ASA) Committee meeting. It is being presented at this meeting as an information item, with the intent for the ASA Committee to accept it at their June 22nd meeting and forward it to the Board for final approval at the July 20th Board meeting. The Vice Chancellor for Academic Affairs recommends that the new policy on Academic Integrity be implemented for September 1, 2020. USM Student Representative, Mr. Eli Rubin stated that the Student Government had some concerns about the proposed policy. Dr. Kimball stated that she would contact Mr. Rubin after the Board meeting to set up a time to discuss the concerns of the Student Government.

Overview of the Climate Change Institute and Mt. Everest Expedition

UM Professor and Director of the Climate Change Institute (CCI), Dr. Paul Mayewski provided an overview of CCI's global reach with specific applications to the understanding of the impacts of climate change on Maine today and CCI's Climate Futures initiative dedicated to improving predictions for future climate change in Maine and worldwide. UM CCI researchers average 3-6 honors and awards per year including the first internationally awarded Medal for Excellence in Antarctic Research. Additionally, UM has unique climate change facilities, including 11 laboratories and facilities such as the Ice Core Storage Facility & Environmental Library and the W.M. Keck Laser Ice Facility.

Climate Change has brought about Arctic warming, which has increased 5 degrees Celsius and a doubling in the length of summer in less than five years. Climate change is also responsible for extreme events such as the jet stream path pushing high winds and dry air into California and fueling the wildfires. Additionally, pandemics such as the 1918 Spanish Flu and in more current times, COVID-19 are also influenced by the climate. Studying climate factors increases the possibility of predicting current and projected pandemic outbreaks. Dr. Mayewski and UM Professor of Law, Dr. Charles H. Norchi published an article for GlobalGeneva titled "COVID-19 and climate change: the planet's twin crises". The article provides additional details about the relationship between COVID-19 and climate change.

In May 2019 an international team of scientists, climbers and storytellers, led by the National Geographic Society and Tribhuvan University, and supported in partnership with Rolex, conducted a scientific expedition to Mount Everest, believed to be the most comprehensive single scientific expedition to the mountain in history. The multidisciplinary team installed the two highest weather stations in the world at 8,430 meters and 7,945 meters, collected the highest-ever ice core at 8,020 meters, conducted comprehensive biodiversity surveys at multiple elevations, completed the highest elevation helicopter-based lidar scan, expanded the elevation records for high-dwelling species and documented the history of the mountain's glaciers. Six UM scientists participated and Dr. Mayewski, was the expedition leader and lead scientist for the project. Dr. Mayewski, who was participating in his fourth Everest excursion, is used to extremes. The world-renowned climate scientist and explorer has led nearly 60 climate science treks around the globe, including many in Antarctica. With team members from eight countries, including 17 Nepali researchers, the expedition team conducted trailblazing research in five areas of science that are critical to understanding environmental changes and their impacts on biology, glaciology, meteorology, geology, and mapping. The Everest expedition is part of National Geographic's newly established Life at the Extremes program, and is the first in a series of Perpetual Planet Extreme Expeditions that are supported by a renewed and expanded partnership between National Geographic and Rolex.

GIS Mapping to Estimate Economic Impact of Flooding

UMM Associate Professor of Geographic Information Systems (GIS) and Director of the GIS Service Center, Dr. Tora Johnson, provided information about UMM working with the Town of Machias over the last several years on a plan to protect the downtown from rising seas and storm surges. In 2011, there was

an urban development funded project that identified climate resilience and flood vulnerability in Washington County. It was discovered that downtown Machias was one of the most vulnerable places in the state and required a great deal of attention. Dr. Johnson and team's work includes efforts to map vulnerabilities, map and estimate economic impacts of possible flood scenarios, and plan interventions. Based on their work, the town of Machias has received a grant from FEMA to plan and engineer a Riverwalk to protect the downtown and wastewater treatment plant and that work is going on currently. Currently, the team is working on living shoreline suitability for the region to help folks understand what types of flood protection would work best in different places and where to put natural interventions rather than things like sea walls. Dr. Johnson explained that on April 9-10, 2020, one of those scenarios came true when a spring tide combined with a storm surge to flood the upper Machias Bay, including downtown Machias. This gave the team an opportunity to test their analyses and models; subsequently, it was found that there were some overestimations and new models are being developed. Dr. Johnson stated that the team is just wrapping up a living shoreline suitability analysis using a methodology that was created by the Maine Geological Survey and working on applying the method to Machias Bay.

Reaching R1 Status: Highlights & Updates of University of Maine Research Initiatives

UM President Joan Ferrini-Mundy provided an overview of the role of the public research university and the necessity of coalescing research emphases, research human capital and infrastructure in areas that matter for Maine and beyond, while drawing on examples from the COVID-19 pandemic. UM is distinctive as the only public research university and the only land-sea-space grant university in Maine. For a land grant university to be effective each part of the mission including teaching, research, and service needs strong emphasis. Currently, UM is classified as an R2 Research University by Carnegie Classifications standards, with a goal to reach R1 status by fiscal year 2024. President Ferrini-Mundy outlined seven steps that UM will need to take in order to accomplish this goal. A state public research university has a distinctive role and responsibility to prepare and educated workforce; generate knowledge, tools, and ideas that can benefit the state's quality of life, culture, and economy; and help address grand challenges and drive economic development. During a pandemic, these responsibilities are even more crucial to support the State in a myriad of ways, more rapidly, and to bolster response and recovery efforts.

President Ferrini-Mundy provided several examples of the ways that UM has been working with the State to respond to the COVID-19 pandemic. A team led by UMaine's Process Development Center (PDC) and faculty in chemical and biomedical engineering established on-campus production of hospital-grade 80% alcohol-based sanitizer in accordance with FDA Temporary Guidance. First made using existing university supplies, this effort expanded to a public-private partnership with Maine distillers and brewers supplying the necessary ethanol. The team was able to quickly ramp up production to meet hospital needs and expand to other health care facilities. UM has also been working with hospitals and manufacturing partners to respond to the existing and anticipated shortages of personal protective equipment (PPE) for frontline medical workers. UM continued their work of meeting the needs of businesses by working with Maine farmers and fisherman to provide COVID-19 support programs. They supported Maine communities through the development of Learn at Home Educational Resources to support students and parents during school closures. UM's Emera Astronomy Center provided computing power to global research efforts to model important coronavirus proteins and predict their three-dimensional shapes. Additionally the UM faculty and students have been supporting Bangor Public Health by collating and evaluating new coronavirus research, government regulations, and case figures.

President Ferrini-Mundy stated that grant-related trends concerning number of awards received, number of large dollar value awards received, and total value of awards have all increased from FY2019 to

FY2020. Additionally, she provided a list of 10 research oriented baseline metrics that will be tracked for FY2020, to help ensure that UM achieves the goal of reaching R1 status by FY2024.

Roux Institute Update

Chair Erwin stated that due to time constraints, this item was being deferred and would be presented at a future Board meeting.

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/12/2020/05/MtgMat-BOT-May2020-rev051520.pdf>

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held on July 20, 2020, at the University of Maine, hosted by UMS.

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