

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

hosted by the University of Maine Farmington  
November 13-14, 2022

**Board of Trustees Meeting**

**Present:** **Trustees:** Trish Riley, Chair; Lisa Eames, Vice Chair; Roger Katz, Barbara Alexander, Patrick Flood, Donna Loring, Beth Dobson, Emily Cain, David MacMahon, Sven Bartholomew, Kelly Martin, Dhivya Singaram, and Michael Michaud (by technology). **Non-Voting Member:** Chelsey Fortin-Trimble (for Pender Makin). **Chancellor:** Dannel Malloy. **University Presidents & Law School Dean:** Leigh Saufley, Joan Ferrini-Mundy, Ray Rice, Joe Szakas, Joe McDonnell, Jacqueline Edmonson and Deborah Hedeem. **Faculty Representatives:** Kennedy Rubert-Nason, Lisa Leduc, Matthew Bampton, Patrick Cheek, Clyde Mitchell, William Otto, and Michael Scott. **Student Representatives:** Katie Ashley, Samantha Morton, Rachael Smith, Lisa Prosienski, Tony Lewis, and Aidan Mulrooney. **System Staff:** Robert Placido, Ryan Low, Ellen Doughty, Jeff St. John, Rosa Redonnett, Tracy Elliott, Loretta Shields and Carolyn Dorsey.

**Absent:** James Donnelly and Pender Makin.

**Sunday, November 13, 2022**

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

**EXECUTIVE SESSION**

On a motion by Trustee Dobson, which was seconded by Trustee Cain, and approved by 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, evaluations, employment and duties.
- 1 MRSA Section 405 6-C to discuss the condition, acquisition or disposition of real property or economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.

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

Trustee Riley, Chair, called the public meeting to order and welcomed everyone. Chair Riley stated that Trustee Michaud was participating in the meeting by technology. The Clerk performed a roll call of the members of the Board of Trustees participating by technology.

**UMF Campus Presentation**

University of Maine at Farmington President Joseph McDonnell provided an overview of UMF's distinctive features, the initiatives underway to reduce costs and increase enrollment, and the challenges and opportunities ahead for the university. Some of UMF's distinctive features include a strong public liberal arts focus, high caliber faculty members, excellent teaching program, a caring community on and off campus, and experiential learning with opportunities to travel nationally as well as internationally.

Some of UMF's barriers to success are declining enrollment, 4 credit academic programs, aging infrastructure, having a majority of traditional age college students, small marketing budget, limited internships, and UMF's location in the state. Looking forward to UMF's future, they will increase marketing to adult learners and other non-traditional students, move from a 4-credit system to a 3-credit system, increase internships and pathways to careers, increase participation in Early College, and bolster mental health programs. Additionally, UMF will be able to save approximately \$400 thousand with the energy savings program that is on the agenda for approval at the Board meeting on Monday.

UMF Faculty Representative to the Board Clyde Mitchell led a discussion with several other UMF faculty members who provided a brief overview of their unique programs and how they are engaging with students in an exciting way. Some UMF students also provided their perspective on the challenges and successes they have had while attending UMF. Many of the UMF students expressed their appreciation for the support they have received from the faculty and staff at UMF and stated that the feeling of having a strong community both on and off campus has helped them immensely.

### **Monday, November 14, 2022**

Trustee Riley, Chair, reconvened the public meeting to order and welcomed everyone. Chair Riley stated that Trustee Michaud was participating in the meeting by technology. The Clerk performed a roll call of the members of the Board of Trustees participating by technology.

#### **CITIZEN COMMENT**

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

- Maxwell McDonough – Cost of Campus Living
- Tamra Benson – UMaine Climate Action
- Meredyth Waters – Student Issues

#### **CHAIR'S REPORT**

Chair Riley thanked President McDonnell and the UMF campus community for hosting the Board meeting. She thanked the UMF faculty for hosting the campus tour for the Board on Sunday afternoon. Chair Riley introduced Dhivya Singaram, the newly appointed Student Trustee from the Maine School of Law. Trustee Riley thanked Trustee Singaram for joining the Board and asked her to say a few words. Trustee Singaram provided a brief biography of her college career and her interest in participating in the UMS Board of Trustees.

#### **Proposed Revision to Board of Trustee Policy 103 Bylaws**

Chair Riley explained that the Board of Trustees is proposing a change to Board of Trustees Policy 103 Bylaws to include a provision to have a member of the Faculty Representatives to the Board of Trustees to join the Board table for each regularly scheduled Board meeting. The Faculty Representative will be a non-voting participant and will not be included in executive sessions. The proposed change has been reviewed by System staff, the Faculty Representatives to the Board and the Faculty Governance Council. This Bylaw change is being presented as an information item for the November Board of Trustees meeting and following feedback received, will be presented as an action item for the January 2023 Board meeting.

Chair Riley explained that she is currently working on a plan to develop a working group of Trustees to review the current UMS Board of Trustees Bylaws to make sure they are up to date and consistent with current initiatives.

### President's Round Table

Chair Riley congratulated UM/UMM President Joan Ferrini-Mundy for her recent appointment as the Chair of the Council of Presidents of the Association of Public Land Grant Universities. Chair Riley asked the Presidents to provide a brief – 2 minute – update on what's new and exciting on their campuses.

UM/UMM President Joan Ferrini-Mundy stated that UMM has been ranked #66 among national liberal arts colleges in the U.S. News Social Mobility Index, which is the fourth highest in New England. The UMM Family Future's Downeast Program has played a vital role in achieving this accomplishment. The UM Climate Change Institute recognizes its 50<sup>th</sup> anniversary this month with a number of events and celebrations. A delegation from UM and Maine Law is attending the UN Frameworks Convention on Climate Change. The new Dean of Campus for UMM, Megan Walsh will start her position in mid-December. The 27<sup>th</sup> National Science Foundation (NSF) EPSCoR National Conference is meeting in Portland currently and is sponsored by UM.

UMPI President Ray Rice commented that construction for Weiden Hall gymnasium is well underway and looks on-track for winter sports to take place at the beginning of January. He explained the campus recently suffered the tragic loss of Aaron Marston, who was the women's soccer coach and a beloved member of the campus community. The United States Geological Survey (USGS) announced the publication of a scientific paper, which UMPI's Dr. Chunzeng Wang was the lead author, detailing the discovery of rare Earth elements at Pennington Mountain.

UMA President Joseph Szakas stated that UMA's Mental Health & Servicing Program and UMF's Rehabilitation Services Program will awarded approximately \$300 thousand by the Maine Jobs Recovery Act to cover student tuition to support the Substance Abuse Rehabilitation Certificate Program. The Maine Jobs Recovery Act is also awarding UMA and UMPI approximately \$750 thousand for their Medical Lab Technology Programs. The UMA Cirrus SR 20 airplane is housed at Maine Instrument Flight in a rent free and heated hanger and UMA is working to leverage that partnership to get students more time in the plane.

UMFK President Deborah Hedeon commented that UMFK recently held a stakeholders retreat which included the UMFK Board of Visitors, Alumni Board, and Foundation Board, which was a great opportunity for UMFK leaders and all three boards to discuss strategies and initiatives to increase community engagement, enrollment, and retention. In late October, UMFK hosted a Reunification Drill which provided the campus the opportunity to plan and respond to a mock disaster emergency event. This fall the campus hosted a very successful open house for prospective students. The Commission of Collegiate Nursing Accreditation Education Site Visit team recently visited the campus, where they made some encouraging initial remarks. Both the UMFK Men and Women's Soccer teams won first place in the NCAA national tournaments.

USM President Jacqueline Edmondson stated that USM Women's Field Hockey team advanced to the Little East Conference final as did the Woman's Soccer team. The Women's Field Hockey team won their tournament. USM celebrated the 50<sup>th</sup> Anniversary of the Clean Water Act, including a panel discussion at the Muskie School. USM continues to have record breaking fundraising results at approximately \$43.7 million of their total campaign. There is good progress with the Portland Commons and McGoldrick Center projects. Both projects are on budget and on time. USM held a co-sponsored veteran's breakfast with Southern Maine Community College earlier in the month. The Osher School of Music's gala is scheduled for December 2<sup>nd</sup>.

UMF President Joseph McDonnell stated the UMF faculty are out recruiting students to their programs and bringing them on campus for UMF experiential learning events. Last weekend UMF held a memorial service for the beloved athletic coach Dick Meader, which included many campus members and Farmington community members.

Maine School of Law President/Dean Leigh Saufley commented that the renovations for the building that the Maine Law School is moving to is scheduled to be finished on time and on budget, with classes to start on January 17<sup>th</sup>. The Maine Law School bar passage rate hit 82% this year, which is phenomenal in light of the covid pandemic. Maine Law had the highest rate of recovery for the bar exam passage rate, across the country. The alumni of the Maine Law School continue to do amazing work, such as Darcie McElwee who was appointed to serve on the U.S. Attorney's Advisory Commission earlier this year.

#### Acknowledgement of outgoing Student Representatives to the Board of Trustees

Chair Riley acknowledged the following retiring Student Representatives to the Board and thanked them for the dedication and support of UMS:

Omar Abduljaleel – USM Student Representative from January 2021 to November 2022.

Rajay Maragh – UMFK Student Representative from November 2020 to November 2022.

#### UMA Presidential Search Update

Trustee Katz, Chair of the UMA Presidential Search Committee stated that the committee had its first meeting on November 9<sup>th</sup>, which based around getting the committee oriented with the search process and getting the meeting schedule set for the rest of the search. He stated that the committee had a lot of good energy and is excited to get the search underway.

#### **CHANCELLOR'S REPORT**

Chancellor Malloy stated that UMS Vice Chancellor for Academic Affairs Dr. Robert Placido has been named the Vice Chancellor for Academic and Student Affairs for the Oklahoma State Regents for Higher Education, effective Dec. 5. While a national search is conducted to fill the position, Jeffrey St. John, Associate Vice Chancellor for Accreditation and Strategic Initiatives, will serve as Interim Vice Chancellor for Academic Affairs. Chancellor Malloy thanked Dr. Placido for his dedication to academic excellence and student success. He stated that he appreciates his commitment to public higher education and the difference it can make for students and the state and wished him well in the next chapter in his career.

#### New England Commission of Higher Education (NECHE) Fall 2022 Visit

Chancellor Malloy and Dr. St. John provided an overview of the October 1-4, 2022 New England Commission on Higher Education (NECHE) accreditation visit. Overall, the event went well. They thanked the Trustees, faculty, staff, students and campus community members for their participation in the event. After the visit concluded, the Chair of the NECHE Visiting Team presented an exit report for UMS where he outlined fifteen areas of strengths addressing 8 of the 9 accreditation standards and eleven concerns addressing 5 of the 9 standards, as identified by the team. An overview of these strengths and concerns were provided in the meeting materials for this meeting. Over half of the strengths that the team identified affirmed that unified accreditation is a strong tool for UMS' continued work in serving students and in advancing the System. Of the areas of concern identified, over half of them were focused on two standards which did not come a surprise to UMS. The first being Standard 3 – Organization and Governance, and the second being Standard 5 – Students. The concerns on Standard 5 were mostly a caution to make sure that UMS is clearly identifying the different student populations and their specific needs and making sure to meet the students where they are to ensure their degree completion and success.

Going forward next steps will be to receive the finalized report from NECHE following their visit and to review the report for accuracy and substance and submit a response. In early Spring, the Chancellor will meet with the Chair of the NECHE Visiting team and they will discuss the self-study, the team report, UMS' response to the report, and questions and observations from Commission members. Following that in late Spring 2023, NECHE will send the Chancellor and the Chair of the Board a letter detailing its findings and providing guidance for future UMS action.

Trustee Alexander asked if the spreadsheet or the implementation plans include of the allocation of resources necessary, for the smaller campuses in particular, to develop the innovative programs that would allow more use of the tool of unified accreditation. Dr. St. John explained that while he has heard about this tracking document, has yet to see it. The provosts will review the tracking document and provide feedback. He also expects feedback from many others and will consider Trustee Alexander's comment in the review process.

#### Unified Accreditation and Unified Catalog Update

Dr. St. John provided a brief update on the unified catalog. He explained that the one-stop website for faculty who are involved in multi-university programs that he mentioned at the September Board meeting, went live at the end of September. The link to that one-stop site is available on the Academic Affairs, Unified Accreditation and Unified Catalog websites.

UMS is now working on a Memorandum of Understanding (MOU) template that faculty who are or would like to be in active multi-university academic programs will use to develop the agreement in support of that program. There are a couple of examples of that in existence right now and as UMS has more faculty come forward wanting to work with their colleagues on other campuses on a multi-university program, it would be great to spare them from having to reinvent the wheel, so UMS would like to provide a template they can use. That template by design will be one that they can draw from but are not bound to point by point, so that they can adapt as they need to. There is a need for a degree of innovation in all of this work and UMS wants to preserve that, but don't want to ask faculty to exercise time and effort where it's unnecessary. When the MOU template is finished UMS intends to put out a System-wide message to all faculty alerting them to the presence of the web resource and the template. By putting all of those resources right in front of them, they can draw from them as they go forward whenever they need.

Work on the Domestic and International Study Away Forms, which are used to help students take a course at another institution and bring it back to their home institution within the System for credit is underway. UMS is nearing completion on one of those two forms and there is a ways to go on the other, but there is good progress being made.

The unified catalog work over the last year has been led by a project team with broad representation across all of UMS universities and the Maine Law School. The team principally has functioned as an information sharing group. The unified catalog team itself decided to form a smaller working group that would meet more frequently and more specifically focus on removing individual barriers to Student Success and priming the field for what will be possible when the repaving MaineStreet work is completed a few years from now. That group will meet monthly throughout the academic year, with the goal beginning in January to be able to come back to this group at every Board meeting and at every Academic and Student Affairs Committee meeting to provide an update.

#### Davis Educational Foundation Grant

Chancellor Malloy explained that in furtherance of working together across UMS university borders, the

System was awarded a grant from the Davis Education Foundation to support academic and administrative collaboration. The UMS universities have been informed of the funds and will be able to submit proposals for up to \$10 thousand which will be reviewed by the System. These funds will help campuses break down barriers to collaboration across university borders.

### System-wide Marketing

Chancellor Malloy stated that in the past, the System was not charged with marketing to students and instead that work was done by each individual university. Over the past year, the System took on the charge of helping to market the System as a whole to prospective students and have made millions of contact points throughout the year, which lead to the System seeing a larger late fall enrollment than is normally experienced. As a result of the success of that campaign, the System will start another campaign from the end of November to the beginning of August to continue this important engagement. The campaign does not persuade a student to attend one UMS university over another, but instead encourages the student to consider the System over all and investigate which campus is the best fit for their needs. Vice Chair Eames applauded the Chancellor for the more coordinated effort for the System to market to the students of Maine and beyond, which has been an initiative she has a major proponent towards. She asked what the typical turnaround time is from when a student applies to one of the universities to when they receive notice of acceptance. Chancellor Malloy stated that this turnaround time varies from university to university. There are some shortfalls in this category, but progress has been made and this is something that each university is working diligently to minimize.

### Work on Agreement for Multi-University Academic Programs and Courses

Chancellor Malloy explained that System leadership has been working with the university presidents to develop an agreement that reduces and clarifies the steps needed for a student from one UMS university to take a course at another, including how class size will be managed and how the revenue will be shared between the institutions involved. The agreement is related to the System's Unified Catalog Initiative and coincides with the work for unified accreditation. The Unified Catalog aims to expand students' ability to enroll in courses and view schedules from across UMS universities. Through the initiative, students also will be able enroll in a collaboratively delivered multi-university course or program. The Repaving MaineStreet initiative which will be discussed later in the meeting will also be an important mechanism for the Unified Catalog moving forward.

Chair Riley commented that many questions concerning the issues being addressed in this agreement were brought up at the September Board meeting and she is pleased with the tremendous work that went into coming to this agreement so quickly.

### Chancellor Office Hours at Each University

Chancellor Malloy commented that he has launched a round of office hours during his university visits due to the turnout at his previous sessions. He said he hosted office hours at UMF last week and will soon visit the University of Southern Maine's (USM) Gorham campus and University of Maine School of Law (Maine Law) later this week.

### **VICE CHANCELLOR FOR ACADEMIC AFFAIRS' UPDATE**

Vice Chancellor for Academic Affairs (VCAA) Robert Placido provided an update on Fall enrollment. Overall, Fall student enrollment at the census on October 15th was down 5% compared to last year. Graduate student enrollment was down 2.9%. Enrollment among Canadian students is growing, with 2022 up 20% over last year. Similarly, enrollment in online programs supported through Academic Partnerships is up 25% over last year. Vice Chancellor Placido also displayed information concerning Trustee Eames' earlier question about the timing of enrollment application acceptance. All of the UMS

universities have a varying amount of days between when a student submits a completed application and when they receive an official acceptance notification. There has been vast improvement at all universities on this issue and the goal is to get all of them to be able to complete this process in less than 10 days. UMPI has the best turnaround currently with only one day between when a completed enrollment application has been submitted and the final acceptance is processed.

### Burning Glass/Lightcast Software

Vice Chancellor Placido provided an overview of the capabilities of the Burning Glass software and explained how it is used to guide new program development. Burning Glass pulls together publicly available demographic information from government agencies, school systems, IPEDs data and some other sources and then they curate their own data by pulling information from the web to get a more accurate depiction of demand for academic programs and workforce needs. As of 2021 Maine's population increased by 3.0% since 2016, growing by 39,899. Population is expected to increase by 1.8% between 2021 and 2026, adding 25,125. Maine has 251,150 millennials (ages 25-39). The national average for an area this size is 280,303. Retirement risk is high in Maine. The national average for an area this size is 407,882 people 55 or older, while there are 510,491 here. Racial diversity is low in Maine. The national average for an area this size is 558,420 racially diverse people, while there are 102,712 here. Maine has 101,652 veterans. The national average for an area this size is 73,085. Maine has 1.07 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people. As of 2020, 1,685 people have migrated from Massachusetts to Maine. In the same year, 804 people left Maine migrating to New Hampshire. The total Net Migration for Maine in 2020 was 10,148. Vice Chancellor Placido explained how this type of data is used in the Burning Glass platform to generate reports that helps to inform the System of which academic programs are in high demand. This data is also used when the Vice Chancellor for Academic Affairs is deciding whether to move forward with a program proposal from the universities.

### **VICE CHANCELLOR FOR RESEARCH AND INNOVATION REPORT**

Vice Chancellor for Research and Innovation (VCRI) and UM President Joan Ferrini-Mundy provided an update on UMS Research & Innovation initiatives with a specific focus on research to inform public policy. UMS researchers and scholars across the system inform policy at the state, national and even international level with their work. Vice Chancellor Ferrini-Mundy clarified that UMS is informing policy not advocating necessarily for policy but providing the knowledge base, data, and evidence that can help with policy decisions, which in Maine is very tightly tied to economic growth and to the development of the workforce. Recent testimony in Augusta to a panel considering implication of genome-editing reinforced the importance of research and expertise from UMS and especially UMaine, in informing public policy. Every meeting of the Genome-editing Technology Advisory Panel included experts from UMS during its three months of work. One of the most well-known ways that UMS researchers inform state policy is through the Maine Education Policy Research Institute (MEPRI), which has had 25-year partnership with the state to collect and analyze education information and perform research for the legislature and other stakeholders. MEPRI is co-directed by staff members from UM and USM.

UMS and UM in particular has a key role in informing climate change policy, not only for Maine but nationally as well as internationally, through research involving UM's world-class Climate Change Institute, Natural Climate Solutions Initiative, and the off-shore floating wind project. Additionally, the System provides expert congressional testimony. In May, Shane O'Neill, the forestry industry business development manager at UM, was a witness for the U.S. House Agriculture Committee Conservation and Forestry Subcommittee. In July, UM Assistant Professor of Sustainable Agriculture in the School of Food and Agriculture Rachel E. Schattman will virtually participate in a hearing of the U.S. House Committee on Oversight and Reform Subcommittee on Environment. Her testimony will focus on findings from her

research about what farmers need to adopt sustainable practices and highlight an innovative UM pilot program that is helping vegetable and small fruit growers in the Northeast put climate adaptation approaches in place. UMS is also heavily involved in research that affects data-driven economic policy and planning, stewarding and adding value to natural resources, and understanding and improving health outcomes.

Trustee Singaram stated that this type of research is an incredible opportunity for students and that it helps to prepare them for their future careers.

### **VICE CHANCELLOR FOR STRATEGIC INITIATIVES' REPORT**

Vice Chancellor for Strategic Initiatives Carolyn Dorsey provided updates on the following UMS strategic initiatives:

#### **Strategic Planning Committee**

Vice Chancellor Dorsey explained that since the last Board meeting Huron has completed a second round of visits to each of the UMS universities as well as continued to meet with external stakeholders to gather additional information to help to tease out what strategic priorities are on the forefront of everyone's minds as the System continues to develop the strategic plan. The Huron team meets with a group of System staff weekly and has recently met with the university presidents to begin discussing the data collected. Huron will also meet with the Trustees at the beginning of December to go over this feedback as well. Vice Chancellor Dorsey thanked the campuses for their candor as they met with Huron and explained that their feedback has been beneficial as the System moves forward with the future step of starting the drafting process for the strategic plan.

Trustee Emily Cain, Chair of the Strategic Planning Committee explained that the Strategic Planning Committee had its second meeting on November 2<sup>nd</sup>. At the time of the meeting, the Huron team had visited all but two of the universities for their second round of visits and were able to provide the committee with some initial impressions of the feedback they received. The committee had a robust discussion concerning the feedback and identified some gaps of information they were hoping to receive. Trustee Cain explained that Huron is only consulting on the strategic plan and that the work of drafting the plan will very much be the responsibility of the System, based on the Huron reports, feedback received via the survey on UMS Strategic Planning Website, the work of the Strategic Planning Committee and the System Strategic Planning Steering Committee.

Chancellor Malloy stated that the strategic plan is a collaborative process between the System and the Trustees and they have some tough but rewarding work ahead of them to make sure the plan is drafted and ready for approval in May.

#### **UMS TRANSFORMS**

Chancellor Malloy, Vice Chancellor Dorsey and Vice Chancellor Ferrini-Mundy provided an update on the UMS TRANSFORMS initiative. The Harold Alfond Foundation (HAF) announced a \$240 million investment in Maine's largest educational, research, innovation and talent development asset in October 2020. The funds were distributed as \$90 million to UMaine Athletics Facilities Master Plan and \$150 million to UMS TRANSFORMS: Revitalizing the University of Maine System. These funds will be distributed over 12 years and are dependent on specific matching funds raised by UMS. The matching funds have to be obtained in the same 10-12 year period that the HAF funds will be distributed. Additionally, the schedule for work has to be carefully developed and executed to make sure the projects are completed on time and with the funding that is available from the HAF grant and matching funds at that time.

Below is the breakdown of the HAF funds and the UMS matching funds required:

- Maine College of Engineering, Computing and Information Science
  - \$75 million HAF funds
  - \$75 million UMS matching funds
- Maine Graduate and Professional Center
  - \$55 million HAF funds
  - \$50 million UMS matching funds
- Student Success and Retention
  - \$20 million HAF funds
  - \$25 million UMS matching funds
- Black Bear Athletics
  - \$90 million HAF funds
  - \$20 million UMS matching funds

UMS was able to reach an agreement with HAF that fundraising could come from four different funding sources, instead of only the source of traditional fundraising. Going forward UMS matching funds can come from federal grants, corporate philanthropy, state acquired funds, and traditional fundraising. Reaching this agreement is an important breakthrough that will significantly help UMS to attain their matching fund goals.

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

Vice Chancellor for Finance and Administration (VCFA) & Treasurer Ryan Low provided the following update:

#### **Investment Update**

Vice Chancellor Low explained that the investment update includes results for September/October. The Managed Investment Pool (MIP), with a market value of \$320 million, saw a loss of 6% in September followed by an estimated gain of 4% for October. The Pension Fund, with a market value of \$20 million, saw a loss of 4.6% in September followed by an estimated gain of 2% for October. The Operating Fund, with a market value of \$321 million, and a more conservative asset allocation, saw a loss of 1.6% for the month of September, and an estimated gain of 1% in October. This brings the estimated net investment loss to \$2.9 million for the fiscal-year-to-date with an annual budgeted net return for FY2023 of \$2.6 million.

#### **Repaving MaineStreet**

UMS Chief Information Officer (CIO), David Demers provided an update on the Repaving MaineStreet initiative, which consists of projects to transition the MaineStreet Human Resources and Financials systems to Oracle cloud platforms and a reimplementation of MaineStreet Campus Solutions. UMS is undertaking this initiative based on key challenges with the current platform which ongoing maintenance of large number of customizations, less than optimal process standardization across the UMS, lack of data and coding consistency which inhibit System-wide collaboration and limit platform functionality, and code-based barriers which further inhibit academic collaboration across institutions. Based on these challenges, UMS IT partnered with Huron Consulting to assess current state business processes, identify opportunities for improvement, and recommend a plan to achieve UMS strategic outcomes through the realignment of technological tools, processes, and policies. Huron's key recommendations included leveraging experience to re-implement the Campus Solutions SIS with Unified Accreditation and coding consistency as guiding principles, taking advantage of new/emerging cloud-enabled functionality in the ERP (HR & FN), and eliminating code customization in favor of configurable functionality to improve

operational efficiency and eliminate technical debt. The Repaving MaineStreet initiative is designed to transform UMS MaineStreet environments with a focus on supporting UMS strategic priorities including unified accreditation, improving the end-user experience for students, faculty, and staff via mobile-friendly and easily accessed self-service functionality, adoption of best practices for process improvement and standardization, and greater data consistency to improve process efficiency and expand opportunity for inter-campus collaboration and cross-campus access for students.

UMS has already completed several projects in the Repaving MaineStreet initiative which include, the launch of the “New” Mainstreet experience and the Schedule Builder application, along with projects for Financial Aid services and the course grading integration between Brightspace and MaineStreet. The timeline for continued work includes:

- Phase One: Implement all Oracle Cloud HCM modules including Recruiting, Onboarding, Core HR, Payroll, Time & Labor, Benefits, and Performance Management modules. Go live January 2024.
- Phase Two: Implement the Oracle Cloud ERP/EPM modules including General Ledger, Purchasing, Accounts Payable/Receivable, and Financial Planning. Go live in July 2024.
- Campus Solutions Reimplementation: This project is currently in the analysis and discovery phase which will inform the overall project approach and timeline. Discovery sessions for faculty, staff, and student representatives are currently underway and will run through mid-February 2023. The timeline for pre-project activities is below. The project is anticipated to officially kick-off in fall 2023.

## **ACTION ITEMS**

### **FY2023 Proposed Operating Budget Revisions**

Vice Chancellor Low presented the FY2023 proposed operating budget revisions. Most changes reflect enrollment, residence hall occupancy and general operating expenses. The FY2023 budgets have been revised by four (4) of the universities: UMA, UMFK, UMPI, and USM. All four of these campuses are facing a budget deficit; however, if the proposed FY2023 budget revisions that are presented today are approved, all will reach a balanced budget.

UMA experienced a just over \$1 million loss in tuition revenue since the proposed FY2023 budget was approved. UMA plans to use campus reserves to mitigate this deficit and balance their FY2023. UMA plans to continue close monitoring of vacant positions, travel, and other expenses, as well as the possible deferral of certain initiatives and projects, to ensure the FY2023 budget stays on track.

UMFK experienced a just over \$1.5 million loss in tuition revenue and a just over \$300 thousand loss in room and board since the proposed FY2023 budget was approved. UMFK plans to mitigate the budget shortfall by using a combination of HEERF funds, personnel expense reductions, and service/supply expense reductions, which will bring the campus to a balanced FY2023 budget.

UMPI experienced a just over \$320 thousand loss in tuition revenue since the proposed FY2023 budget was approved. UMPI is using a combination of personnel expense reductions and service/supply expense reductions to offset the tuition revenue loss. These mitigation strategies also help to offset an increase in fuel and electricity charges of about \$57 thousand that was not accounted for in the previously approved FY2023 budget. With these proposed budget revisions, UMPI will have a balanced budget.

USM experienced a just over \$2 million loss in tuition revenue since the proposed FY2023 budget was approved. USM is projecting a \$700 thousand increase in residence hall revenue, which will help to offset

the budget shortfall. USM is also removing just over \$300 thousand in bad debt expenses and will use about \$975 thousand in HEERF funds to present a balanced FY2023 budget. USM does have campus reserves available to use if needed as well.

The Maine School of Law is in good shape and does not have plans to submit an FY2023 budget revision; however, UM and UMF will be presenting budget revisions at the January 12th Finance, Facilities, and Technology Committee meeting and the January Board meeting.

Trustee Katz, Chair of the Finance, Facilities, & Technology Committee explained that looking ahead toward next year, we see campus reserves that are being spent now out of necessity, dwindling federal funds that are basically gone now after this year, and challenges of demographics. In addition, there are some rather significant increases we're going to be looking at in energy costs going ahead and an uncertain future regarding state appropriation funding. All of this means that UMS is going to have very different difficult budget discussions not only about closing the gap for FY2023 but also looking ahead to the challenges of FY2024. He stated that there are no easy solutions, but it does put the focus even more on the importance of the strategic planning process that is currently underway.

On a motion by Trustee Martin, which was seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and approved the FY2023 proposed operating budget revisions for UMA, UMFK, UMPI and USM.

**Energy Savings Performance Contract (ESPC) & Financing Authorization, UMF**

President McDonnell presented the request for financing authorization to enter a public-private partnership to pursue an Energy Savings Performance Contract (ESPC) to save energy, reduce energy and operational costs, reduce carbon emissions, and improve the learning environment for students in a manner that is structured as cost neutral. The total expected financial impact of this request is up to \$11 million, funded through the Bank of America and to be repaid from savings achieved by the implementation of Energy Conservation Measures (ECMs). The planned ECM scope will focus on 30+ buildings on campus totaling approximately 770,000 square feet. The proposed ECMs include upgrades to interior and exterior lighting systems, building envelope improvements, HVAC duct and piping insulation, upgrading to efficient water fixtures, replacement of aging or end-of-life HVAC equipment, upgrading Building Automation Systems (BAS) / Energy Management Control Systems (EMCS), and installing a second biomass boiler on campus to mitigate or eliminate the use of propane and fuel oil. There will also be a software platform installed and linked to the building BAS/EMCS to provide detailed building analytics and on-going system commissioning to continuously monitor and improve building system operational performance. This project keeps with the UMF's master plan which calls for a partnership with an ESCO as one of the primary mechanisms for addressing capital infrastructure improvements in existing buildings that are not planned for demolition. Once approved and construction is completed, this project will generate approximately \$12 million in energy savings over the 20-year contract period, with approximately an additional \$4 million in thermal Renewable Energy Credit (REC) revenue, reduce overall campus building energy intensity, improve campus building operations and the learning environment, and help to reach the University's carbon reduction goals and overall sustainability commitments. This project frees up campus capital funds for investments in other needed areas. This request was presented to the FFT Committee in August as an information item and is now presented for Committee approval.

On a motion by Trustee Cain, which was seconded by Trustee Eames, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities

and Technology Committee, and approved the Financing, ESPC and Project Authorization resolution to authorize the University of Maine System acting through the University of Maine at Farmington to fund an ESPC project implementing Energy Conservation Measures related to 30+ campus buildings with a project total of up to \$11.7 million, using the BAPCC Master Equipment Lease/Purchase Agreement Energy Addendum, with a maximum principal amount of debt of \$11,000,000.

**Proposed Changes to Board of Trustee Policy 401 – General Equal Opportunity**

Chief Human Resources Officer Loretta Shields explained the proposed changes to Board of Trustees Policy 401 General Equal Opportunity. The changes are being made to include protected classes outlined in Federal and State law and the American Bar Association standards. These changes will provide alignment and clarity for the UMS community. Additionally, these changes support the Chancellor's Imperative for Change initiative in that it supports the goal to "rebuild systems that are fair and just for all people. The revised Policy was presented as an information item at the August and October Human Resources and Labor Relations (HR/LR) Committee meetings and was presented to the Board, as an information item at the September 11-12, 2022 meeting. The proposed revisions to the Policy were presented at the November Board meeting for final approval.

On a motion by Trustee Bartholomew, which was seconded by Trustee Dobson, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Human Resources and Labor Relations Committee and approved the proposed changes to Board Policy 401- General Equal Employment Opportunity as presented.

**Proposed New Board of Trustees Policy 315 – Commemorative Naming and Renaming of Academic Units or Programs**

Board of Trustees Clerk Ellen Doughty explained the proposed new Board of Trustees Policy 315 - Commemorative Naming and Renaming of Academic Units or Programs. At the request of the former Board Chair Mark Gardner, a small work group was established to develop a new Board Policy related to naming and remaining of academic units and programs. The proposed new Board Policy 315 *Naming and Renaming of Academic Units and Programs* was based on Board Policy 803 *Naming of Physical Facilities* which was revised in March 2021. The working group solicited broad stakeholder input from the following areas: campus Chief Academic Officers, Faculty Representatives to the Board of Trustees, Faculty Governance Council and UMS General Counsel's office.

This proposed Policy was presented at the August & October Academic & Student Affairs (ASA) Committee meetings and was presented as an information item for the September 11-12, 2022 Board meeting. The proposed new Policy was presented at the November Board meeting for final approval.

On a motion by Trustee Cain, which was seconded by Trustee Eames, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved the proposed new Board of Trustees Policy 315 Naming and Renaming of Academic Units and Programs as presented.

**Proposed Changes to Board of Trustee Policy 803 – Naming and Renaming of Physical Facilities**

Board Clerk Doughty explained the proposed changed to Board of Trustee Policy 803 – *Naming and Renaming of Physical Facilities*. In March 2021 substantial changes were made to the Board Policy 803 *Naming and Renaming of Physical Facilities* to incorporate the process for removal of names. The Policy is now being revised to align with the naming and renaming approval process for the new Board Policy 315 *Commemorative Naming or Renaming of Academic Units or Programs*. The most significant change

for Board Policy 803 is to incorporate the Vice Chancellor for Finance and Administration in the naming and renaming approval process.

The Policy was presented at the August & October Finance, Facilities & Technology (FFT) Committee meetings and was being presented as an information item to the Board at the September 11-12, 2022 meeting. The proposed revisions to the Policy were presented at the November Board meeting for final approval.

On a motion by Trustee Dobson, which was seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and approved the proposed changes to Board of Trustees Policy 803 Naming and Renaming of Physical Facilities as presented.

**Proposed Changes to Board of Trustee Policy 301.3 – University of Southern Maine Mission**

University of Southern Maine President Edmondson explained the proposed changes to Board of Trustee Policy 301.3 – *University of Southern Maine Mission*. The proposed new USM mission statement was condensed and reimaged to better align with and more succinctly state the mission of USM. The proposed new mission statement is:

“Committed to equity and excellence, the University of Southern Maine advances a culture of inquiry and belonging in which research, creativity, and innovation accelerate transformational development in our students, on our campuses, and in our communities.”

The proposal was reviewed at all appropriate faculty and administrative levels at USM and the Chancellor. The proposed Policy revisions were presented at the August & October Academic & Student Affairs (ASA) Committee meetings and was presented as an information item for the September 11-12, 2022 Board meeting. The proposed revisions to the Policy were presented at the November Board meeting for final approval.

On a motion by Trustee Flood, which was seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved the changes to Board Policy 301.3 - USM Mission, as presented.

**Confirmation of Faculty and Student Representatives to the Board of Trustees**

Chair Riley thanked Dmitry Bam for agreeing to another term as the Maine Law School Faculty Representative to the Board and asked UMFK President Deb Hedeon to provide a brief introduction for the proposed UMFK Student Representative to the Board.

On a motion by Trustee Cain, which was seconded by Trustee Loring, and approved by all Trustees present, the Board of Trustees approved the appointments of the Faculty and Student Representatives to the Board of Trustees as presented:

**Faculty Representative:**

Dmitry Bam, Maine School of Law – Reappointed for a 2- year term – November 2022 to November 2024

**Student Representative:**

Jessica Combs, UMFK – Appointed for a 1-year term – November 2022 to November 2023

**Tenure Request, Professor in the College of Education and Human Development, UM**

Associate Provost for Online and Continuing Education and Dean of Cooperative Extension Hannah Carter provided information on the UM request that Dr. Ezekiel Kimball be awarded tenure at the rank of Professor in the School of Educational Leadership, Higher Education, and Human Development, UM, effective July 1, 2022. This appointment coincides with Dr. Kimball's appointment as Associate Dean for Undergraduate and Teacher Education in the College of Education and Human Development at the University of Maine. Dr. Kimball was selected after an extensive search and rigorous evaluation process. Dr. Kimball's credentials have been reviewed by the faculty and staff of the School of Educational Leadership, Higher Education, and Human Development and have received their full support.

On a motion by Trustee Cain, which was seconded by Trustee MacMahon, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved tenure at time of hire, Professor in the College of Education and Human Development at UM with tenure to be effective July 1, 2022.

**Tenure Request, Professor in the College of Engineering, UM**

Associate Provost Carter provided information on the UM request that Dr. Giovanni Guidoboni be awarded tenure at the rank of Professor in the department of Electrical and Computer Engineering, effective January 16, 2023. Dr. Guidoboni was selected after an extensive search and rigorous evaluation process. Dr. Guidoboni's credentials have been reviewed by the faculty and staff of the Department of Electrical and Computer Engineering and have received their full support.

On a motion by Trustee Cain, which was seconded by Trustee MacMahon, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved tenure at time of hire, Professor in the College of Engineering at UM with tenure to be effective January 16, 2023.

**Tenure Request, Professor in the Department of Counselor Education, USM**

President Edmondson provided information on the USM request that Dr. Daniel Wong be awarded tenure at the rank of Professor in the Department of Counselor Education, effective January 1, 2023. Dr. Wong was selected after an extensive search and rigorous evaluation process. Dr. Wong's credentials have been reviewed by the faculty and staff of the Department of Counselor Education and have received their full support.

On a motion by Trustee Flood, which was seconded by Trustee MacMahon, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved tenure at time of hire, Professor in the Department of Counselor Education at USM with tenure to be effective January 1, 2023.

**CONSENT AGENDA**

On a motion by Trustee Eames, which was seconded by Trustee Cain, and approved by all Trustees present, with an abstention from Trustee Bartholomew, the items on the Consent Agenda were approved by the Board of Trustees as follows:

**Acceptance of Minutes**

The following meeting minutes were approved as presented:

- August 24, 2022 – Finance, Facilities & Technology Committee Meeting
- August 25, 2022 – Investment Committee Meeting
- August 29, 2022 – Strategic Planning Committee Meeting

September 11-12, 2022 – Board of Trustees Meeting  
October 5, 2022 – Executive Committee Meeting  
October 13, 2022 – Executive Committee Meeting  
October 24, 2022 – Academic & Student Affairs Committee Meeting  
October 24, 2022 – Human Resources & Labor Relations Committee Meeting

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 October 24, 2022:

**New Academic Program Proposal: B.S. Business Administration, Business Information Systems and Security Management, UM**

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Science in Business Administration, Business Information Systems and Security Management at the University of Maine.

**New Academic Program Proposal: B.S. Industrial Engineering, USM**

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Science in Industrial Engineering at the University of Southern Maine.

**Awarding of Academic Degrees**

The Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and authorized the awarding of degrees during Commencement ceremonies for the 2022-2023 academic year to those students fully recommended by the appropriate faculties and the presidents of the respective institutions of the University of Maine System.

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 October 26, 2022:

**Lease Authorization Request, UM/UMM & USM**

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 (UM) / University of Maine Machias (UMM) and University of Southern Maine (USM) to negotiate and enter into leases as the lessor with UCU for branch office at the UM Memorial Union, UM Machias Powers Hall, and USM campuses and to negotiate and enter into a lease as the lessee with UCU for the UCU building located at 139 Rangeley Rd. with all final terms and conditions subject to review and approval by the University of Maine System Treasurer and General Counsel.

**Naming of UMaine Athletics New Softball Indoor Batting Pavilion**

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 name the softball indoor batting pavilion the Kathryn E. Slott Batting Pavilion.

**Academy Building Exterior Restoration Increase Authorization, USM**

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 an additional \$500,000 for a total of \$1,300,000 E&G funds to renovate and restore the exterior of the Academy Building on the Gorham campus.

**Skate Shop Lease, USM Ice Arena**

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 enter into a lease for the skate sharpening shop at the USM Ice Arena with Neal Farwell dba Buxton Blade Sharpening and Repair for five (5) years with five (5) optional One (1) year renewals with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

**Memorandum of Understanding (MOU) for Multi-University Academic Programs and Courses**

Chancellor Malloy explained that a memorandum of understanding for multi-university academic programs and courses, a critical step toward expanding students' access to academic offerings across the System, was signed by all university presidents today at the meeting. The agreement was mentioned earlier in meeting during the Chancellor's report and will be brought to the Board for approval at a future meeting.

**DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on January 29-30, 2023 hosted by the University of Maine at Augusta.

Additional information about the meeting can be found on the Board of Trustees website:  
<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/board-of-trustees/>

Adjournment  
Ellen N. Doughty, Clerk