

UNIVERSITY OF MAINE SYSTEM  
Board of Trustees Meeting

hosted by the University of Maine Farmington  
January 29-30, 2023

**Board of Trustees Meeting**

**Present:** **Trustees:** Trish Riley, Chair; Lisa Eames, Vice Chair; Roger Katz, Barbara Alexander (by technology), Patrick Flood, Donna Loring, Beth Dobson, Emily Cain, David MacMahon, Sven Bartholomew, Kelly Martin, Dhivya Singaram, and Michael Michaud. **Chancellor:** Dannel Malloy. **University Presidents:** 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:** Ellen Doughty, Ryan Low, Jeff St. John, Rosa Redonnett, Tracy Elliott, Paul Chan, Tory Ryden, and Carolyn Dorsey.

**Absent:**

**Sunday, January 29, 2023**

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

**EXECUTIVE SESSION**

On a motion by Trustee Eames, which was seconded by Trustee Michaud, 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 Martin, which was seconded by Trustee Cain, 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 Alexander was participating in the meeting by technology. The Clerk performed a roll call of the members of the Board of Trustees participating by technology.

**UMA Campus Presentation**

University of Maine at Augusta President Joseph Szakas welcomed the Board of Trustees to the UMA campus. President Szakas explained that the true hallmark of a great university is the willingness and commitment to embrace varied perspectives and ideas. UMA has a six-decade history of valuing differences and have understood the concept of diversity and inclusion, since it was founded with a mission to support a wide array of students. UMA has embraced being a university that has a clear sense of purpose and although people mostly hear about the distance education mission and the commitment to

non-traditional students, UMA has strived to integrate many of the essential parts of traditional university structures in teaching and learning. At UMA classes are done in person on campus or at one of the eight UMA centers, or online. These blended modalities provide UMA students significant flexibility and access. This approach to broad access to public higher education is integral to UMA's success. UMA Faculty Representative to the Board, Patrick Cheek provided an overview of his experience at UMA, both as a faculty member and as a student. Professor Cheek graduated from UMA in 2007 with a bachelor's degree in Social Science, as a first generation, non-traditional college student. Professor Cheek provided details on the many different groups of students, with a diverse set of backgrounds that he has had the pleasure of teaching since becoming a UMA faculty member. He explained that he is proud of UMA's mission to provide a quality education to a diverse student population, with modality flexibility and the impact UMA has on communities near and far. UMA showed two videos which showcased some of the unique programs that UMA has to offer and provided insight from UMA students about how they have been able so succeed because of UMA.

President of Maine Instrument Flight, Chad Morris explained the collaboration between UMA and Maine Instrument Flight to get more pilots trained to fill extreme workforce needs. UMA acquired a new Cirrus SR20 GS airplane that allows the university to continue its expansion of state-of-the-art pilot instruction in Maine. UMA, the only university in the state and one of only two in New England to offer degrees in both traditional flight and remote pilot instruction, acquired the plane for its aviation degree and certificate programs to help solve a critical workforce gap in pilot training, and make it easier for veterans to pursue aviation careers after their military service. Several UMA faculty members and students explained their experiences and successes at UMA. Additionally, Chair of the UMA Board of Visitors (BOV), Dick Thompson provided details about the success of UMA from the perspective of the BOV.

### **Monday, January 30, 2023**

Trustee Riley, Chair, reconvened the public meeting to order and welcomed everyone. Chair Riley stated that Trustee Alexander 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. No individuals spoke during the Citizen Comment period.

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

Chair Riley thanked President Szakas and the UMA campus community for hosting the Board meeting. She thanked the UMA faculty for hosting the campus tour for the Board on Sunday afternoon.

#### **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 was presented as an information item for the November Board of Trustees meeting. No additional feedback was received since the November Board meeting. The proposed Bylaw change is being presented at the January 2023 Board meeting for final approval.

On a motion by Trustee Cain, which was seconded by Trustee Michaud, and approved by all Trustees present, the Board of Trustees approved the proposed change to Board of Trustees Policy 103 Bylaws as presented.

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

#### President's Round Table

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, UMPI President Ray Rice, UMA President Joseph Szakas, UMFK President Deborah Hedeem, USM President Jacqueline Edmondson, UMF President Joseph McDonnell and Maine School of Law President/Dean Leigh Saufley each provided a brief update on current initiatives for their universities.

#### UMA Presidential Search Update

Chair Riley explained that Trustee Katz, Chair of the UMA Presidential Search Committee was unable to attend today's meeting due to an urgent and unforeseen issue; however, Trustee Flood, Trustee member of the UMA Presidential Search Committee is available and would be giving a brief update on the search progress. Trustee Flood stated that the committee had its first meeting on November 9<sup>th</sup>, which was based around getting the committee oriented with the search process. He explained that during that meeting Amie Parker with UMS Human Resources met with the search committee to give a thorough explanation of the search process and procedures. The second meeting of the search committee was on November 27<sup>th</sup>, where the committee met with the executive search consultant team ZRG Partners, LLC, which was selected through a competitive bidding process. Ann Yates, Managing Director is serving as the lead consultant. In early December the search committee held listening sessions at UMA to gauge information about the ideal presidential candidate from the UMA faculty, staff, students, and community. Based on the information from the listening sessions and discussion amongst the search committee, a job prospectus was developed, and the position was posted through various hiring platforms. Applications are beginning to come in and the individual members of the search committee are reviewing them as they are submitted. The next meeting for the search committee is later today and the committee will discuss next steps and getting the meeting schedule set for the rest of the search.

#### Update on the UMS Human Resources Hiring Process Review

Acting Vice Chancellor for Strategic Initiatives Carolyn Dorsey stated that since Chair Riley charged the Human Resources & Labor Relations Committee to take on the review of the UMS Human Resources Hiring Process, the System has begun to review all documentation across the System and each individual university and center concerning internal and external recruitment and hiring. There is much material to work through in this comprehensive review of the UMS hiring process and procedures and a small team of about 6 people across the System is tackling this work. The hiring process review team is about 70% finished with the work and is on track to give a full report at the next Board of Trustees meeting in March.

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

Chancellor Malloy provided an update on the following items:

##### Strategic Advisor and Director of External Affairs

Chancellor Malloy stated that Tory Ryden has joined UMS as the Strategic Advisor and Director of External Affairs. He provided a brief overview of her past career experience in media and at other higher education institutions. He explained that in this role Ms. Ryden will help the System to bolster

communication internally and externally. He welcomed Ms. Ryden to the System and stated that he is looking forward to working with her.

### Unified Accreditation Update

Chancellor Malloy explained that the System has entered into the next phase of the unified accreditation process. He stated that he, Vice Chancellor for Academic Affairs Jeff St. John, and Acting Vice Chancellor Dorsey, will meet with the full NECHE commission outside of Boston on March 2nd. It will be a one-hour meeting that includes discussion of the self-study, the evaluation visit, the team's final report, and the UMS substantive response to that report, plus any additional questions that NECHE wants to ask.

Vice Chancellor St. John explained that UMS' response to the NECHE evaluation team's report was approximately six pages long and addressed each of the concerns raised by NECHE in their report after the evaluation team visit in October. In addition, the UMS response addressed issues such as preferred terminology for the Unified Catalog and provided additional information about the Faculty Governance Council (FGC). UMS also importantly addressed an element that the team left out of its report altogether, which was the request for general approval to offer Competency-based Education (CBE) courses at UMPI. When NECHE first granted unified accreditation approval in July of 2020, they invited UMS to indicate a request for general approval of CBE courses at UMPI during the self-study process so that President Rice doesn't have to write a report to NECHE every time he wants to add a new CBE program. The NECHE team didn't respond to that in the UMS self-study or anywhere in their report, so UMS inserted it into the substantive response, upon advice from NECHE. UMS expects NECHE action on that after they've considered all aspects of the substantive response. Following the meeting on March 2<sup>nd</sup>, NECHE will then send a letter to the Chancellor and to Board Chair Riley summarizing its findings and sharing guidance in areas where follow-up or improvement are needed. That letter would conclude the NECHE two-year comprehensive review process for UMS unified accreditation.

### Enrollment Update

Chancellor Malloy stated that as of last Friday undergraduate credit hours for Spring 2023 are currently down about 6.7%. He explained that the timing of approval and implementation of free Maine Community College System (MCCS) by the legislature has had some effect on UMS Spring enrollment. Chancellor Malloy explained that having said that, UMS is very happy to see the MCCS making some good strides to decrease the 20% decline in enrollment that they have been facing in recent years. MCCS is the second largest place that UMS gets students from and they provide upwards of 600 direct transfers of students, most of which have earned associate degrees and are looking to continue on with UMS to complete their bachelor's degree. Chancellor Malloy stated that most of the UMS decline in enrollment was for in person learning and that there was actually an increase in online enrollment. In the programs that UMS contracts with AP for online instruction, there was a 28% increase in online participation and a 12% increase in the programs that are not associated with AP. UMS expected a substantial decline in graduate enrollment; however, UMS experienced an increase of 1.1%.

### Governor's Proposed Budget Update

Chancellor Malloy shared that in the Governor's Budget there is an adjustment in the second year of the biennium budget of a 3% increase, but not built in our base budget. The Governor has recommended that this increase be included in our base budget and encourages the legislature to support an additional increase of 4.5% per year on a compounded basis. UMS is very appreciative of the Governor's support and generosity. The Governor has also recommended additional funding for the Maine Economic Improvement Fund (MEIF). Maine is behind in State funding for research compared to other institutions. Pell grant funding has also been increased which will bring relief to students seeking higher education.

This additional funding for UMS will not be finalized until it is approved by the legislature. This increase in State funding for UMS would be the largest in our recent history. Chancellor Malloy thanked Chair Riley, Vice Chancellor Ferrini-Mundy, Vice Chancellor Low, and Director of Community and Government Relations, Sam Warren for their continued efforts to support the UMS budget request to the legislature.

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

Vice Chancellor St. John provided an update on the following Academic Affairs items:

#### Faculty Governance Council (FGC) Update

UMPI Faculty Representative to the Board, Lisa Leduc; UMM Faculty Representative to the Board, William Otto; UMA Associate Professor of Education & Coordinator of Teacher Education, Cynthia Dean; and UMM Associate Professor of Community Studies, James Moreira provided an update on the Faculty Governance Council (FCG). The FGC was established by Chancellor Malloy in January 2020 as an assembly of the Faculty Senate/Assembly Presidents/Chairs. The Council was formed to address unique System-wide faculty governance issues and provide guidance on matters of new multi-university program proposals and initiatives that relate to the support of System-wide academic programming and unified accreditation. The FGC was called together for the first time in the Winter of 2020, as part of the process of developing the unified accreditation initiative. There was some turmoil at the start because there was some confusion on what the FGC mission was, and the FGC had to figure out how to move forward with this group without much System direction. This was the first time many of these faculty members had met and so the first year was really spent just getting to know each other and more about each other's campuses and programs. The FGC tried to develop a charter early on and found it difficult because they were still struggling with what unified accreditation was and how it would affect the campuses. Eventually after over six ratification cycles and revisions, a version of the charter was proposed and ratified by all but one campus in the summer of 2021. The Summer 2021 version of the charter went through some additional revisions and the final version was ratified by all UMS universities in Fall 2022.

The three main areas of work for the FGC as outlined in the charter are internal FGC work; multi-campus program review, evaluation, and feedback; and review of UMS academic administrative practices as they relate to the faculty. It was explained that the version of the FGC charter that was provided to the Trustees for the Board meeting today is missing a footnote that states "All references to multi-university programs in this document should be understood to be in accordance with the AFUM contract and no statement contained in the charge of the council shall be construed as granting to the FGC the authority to act outside of the AFUM contract.". Since the charter ratification, the FGC has finally been able to get started on some additional important work and they are meeting on a twice a month basis to complete this work. Meeting more frequently is leading to improving cross-campus communication and has started more proactive dialog rather than having to be mostly reactive to issues. Some concerns of the FGC are centered around being able to schedule their meetings; continuity of membership; a misunderstanding of "multi-campus programs" and figuring out what shared governance means in the context of unified accreditation. Additionally, the FGC does not want to be viewed as a "super senate" that would oversee all university faculty senates and assemblies as a whole. There needs to be a clear path forward of communication and collaboration between the FGC and the university faculty senates and assemblies, without placing more emphasis on either group.

Going forward the FGC is awaiting programs and/or Administrative Practice Letters (APLs) to review and they would like to see regular reports/reviews of Board of Trustee policy documents to ensure they reflect FGC structure, roles, and input. There needs to be clear lines, lanes, and connections of policy vs

implementation. There also needs to be clarification on the differences between the FGC and the Faculty Representatives to the Board. Some faculty members are apart of both of those faculty groups. Additionally, the FGC would like to see clear documentation and review of current collaboration programs and initiatives shared with UMS Leadership, FGC and the Board. Chair Riley thanked the FGC presenters for their thorough report out and explained that the information provided is exactly what the Trustees needed.

Trustee Singaram asked what role if any would students have in the FGC and if diversity, equity, and inclusion (DEI) was incorporated into the charter. Dr. Moreira thanked Trustee Singaram for bringing these important issues to the group and stated that they have not had a chance to discuss them, but that they would be brought up at a future FGC meeting.

Trustee Bartholomew asked what the flow of communication is between the FGC and the campus faculty members. The FGC presenters explained that the FGC gets information from the System during their meetings through the Vice Chancellor of Academic Affairs (VCAA). From there, the FGC members bring information back to their individual campus faculty groups. Additionally, the FGC members bring feedback and questions from their campuses back to the System through their meetings with the VCAA as well. Additionally, there is some concern on the part of the FGC that there is some misunderstanding about how NECHE thinks the FGC is involved with shared governance and what is actually occurring. Dr. Leduc stated that she envisions that there will need to be some more direct communication between NECHE and the FGC to work through some of these differences.

UMA Faculty Representative to the Board, Patrick Cheek stated that the members of the FGC are being asked to take on this very important role, but it can cause an increase in the faculty members work load and he wondered if the Board had considered some kind of course release or stipend for the FGC members for this work. Trustee Cain thanked Dr. Cheek for bringing this question to the Board. She stated that the work of the FGC is important especially in the context of unified accreditation and the forthcoming strategic plan.

Dr. Leduc thanked Chair Riley and Trustee MacMahon, Chair of the ASA Committee, for their increased communication with the faculty members over the past year.

### **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 extending UMS research capacity, educating the workforce, empowering the economy, and engaging in exciting science.

#### **Extending Capacity**

Maine Jobs and Recovery Plan (MJRP) has \$35 million invested into nineteen projects. For MJRP, there are ten total projects plus the Small Campus Initiative, which added 9 additional projects. For FY 2022-2023 earmarks, there are twenty-seven total projects, but 31 different awards. This is because the UM Green Engineering and Materials (GEM) lab is in both years, meaning that it is one project but has two awards. The PFAS lab earmark this year has two awards and the tick lab has three awards. Additionally, Harold Alfond Foundation (HAF) UMS TRANSFORMS at \$240 million invested has four major initiatives with multiple projects planned. President Ferrini-Munday provided a brief overview of the upcoming meetings and events scheduled to continue this important work.

#### **Educating the Workforce**

President Ferrini-Mundy provided an update on the HAF UMS TRANSFORMS Pathways to Careers

Center. The aim of the Pathways to Careers (PTC) Center is to leverage the professional networks of the entire System to better steward UMS relationships with employers and their workforce needs; increase student access to and quality of internships. The PTC Center approach to this work is to coordinate by economic structure, design for greater student inclusion, and create support for high impact practices. Other considerations for the PTC Center are Systemwide collaboration, assessment of existing sector relationships, partnerships with external entities, equity plans, and cross-sector segments such as Innovate for Maine and DEI. A PTC Request For Proposal (RFP) has been distributed across the System. There is a System-wide PTC question and answer session planned for January 31<sup>st</sup> and the Notice of Intent to apply (NOIs) are due February 15th. The Full Proposals are due on March 31<sup>st</sup>. A multi-campus committee is being formed to review and approve proposals. The search for a PTC Director begins in February with the intention of having the director in place by July.

The UMS TRANSFORMS Student Success and Retention initiative is a combination of proven designs, linked together and creating an integration of learning and work. Creating a continuum from early-stage engagement in research, through interventions designed to improve student learning outcomes, to enhanced pathways to meaningful work and successful employment. UMS TRANSFORMS Student Success and Retention initiative is structured to build a sense of belonging, agency and purpose for all UMS students. Research Learning Experiences (RLE) engage students and faculty system-wide in multiple disciplines. Across UMS for Fall 2022, RLEs engaged 514 students across 54 course sections. In addition to the Fall 2022 numbers, 85 students are about to begin spring RLEs. The 2023 Annual UMS RLE Meeting and Workshop was held virtually on January 13th. The event attracted over 115 participants System-wide and showcased the diversity of experiences available to undergraduate students across five universities. Jason Charland, UM Senior Advisor and Executive Director of Research Development led a well-attended session on external funding opportunities aligned with RLEs – highlighting 5 federal targets to be pursued by UMS campuses and spanning 3 federal agencies all with clear alignment to research experiences for undergraduates and workforce development. In terms of federal awards, RLEs offer an exceptional and unique opportunity to leverage a System-wide scale of impact.

### Empowering the Economy

Vice Chancellor Ferrini-Mundy stated that the Board was provided the annual Maine Economic Improvement Fund (MEIF) brochure in the meeting materials. She thanked Governor Mills for including an increase in MEIF funding in her budget proposal. She explained that the FY2022 MEIF goals were to generate co-investment on a 6 to 1 ratio, establish and grow partnerships, and focus on workforce development. The MEIF Small Campus Initiative (SCI) is a competitive internal grant program to build capacity for R&D in the state at UMS small campuses and Maine Maritime Academy. THE MEIF SCI had 9 funded projects for FY2022.

### Exciting Science

UMS collaboration results in rare earth mineral Niobium-Zirconium (REE-Nb-Zr) Deposits discovery led by UMPI's Dr. Chunzeng Wang. Discovery of the Pennington Mountain Rare Elements is creating exciting Opportunities for undergraduate & graduate research. The USGS Earth MRI (Mapping Resources Initiative), a partnership between USGS, State Geological Surveys and industry to acquire new geologic maps, geophysical surveys and LiDAR data to better understand the geologic framework of areas across the Nation with the potential for hosting critical mineral resources led to the discovery of the Pennington Mountain deposit, through an airborne geophysical survey of areas in northern Maine in 2021.

Trustee Alexander raised the question about if there was a strategic way in which the System was deciding on when and where to invest research funds. Vice Chancellor Ferrini-Mundy explained that there was a Research Strategic Plan for the System developed in 2019 that UMS uses to make these types of

decisions. She explained that some of the newer Trustees may not have had that information but that they would be provided with the plan after the meeting. Vice Chancellor Ferrini-Mundy provided some details on the type of information that can be found in the Research Strategic Plan and how it is used to make research funding and administrative decisions.

Trustee MacMahon asked how the System engages with Maine high school students to alert them of the exiting research opportunities offered by UMS. Vice Chancellor Ferrini-Mundy stated that this is an area that could admittedly use some additional effort and that she would be open to receiving ideas on how to bolster this engagement. Maine Commissioner of Education, Trustee Pender Makin explained that it would be great to have representatives from UMS attend some of the teacher trainings that the Department of Education is providing statewide and educate the teachers on the amazing research work going on at UMS. This way, UMS would not just be relying on the high school guidance system and would have teachers advocating for UMS as well.

Trustee Singaram asked what kind of internal communication to current UMS students is happening to inform them of the incredible research opportunities across the System. Vice Chancellor Ferrini-Mundy said the biggest form of communication is through the UMS TRANSFORMS Student Success and Retention Initiative described earlier in her presentation.

#### Governor Janet Mills

Governor Janet Mills was able to attend a portion of the Board meeting. Chair Riley acknowledged the Governor and thanked her for attending the meeting. Governor Mills stated that she was able to watch some of the UMA Campus Presentation during the Board meeting on Sunday night on the YouTube livestream and she was impressed by all of the exciting initiatives and student focused engagement going on at UMA. She stated that she wanted to come to the meeting in person today to hear a little more about all of the important initiatives going on at UMS and to thank the System for their great work. She explained that there have been some important discussions at the legislature over the past few months concerning funding, tuition, and appropriations for UMS. Governor Mills stated that she is hoping for positive action from the legislative Appropriations Committee on her request for an across the board 4.5% increase for higher education. She congratulated UM for reaching R1 status and explained that she understands how important that is for research in Maine and beyond.

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

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

##### Strategic Plan Update

Vice Chancellor Dorsey explained that at the Board's July 2021 meeting the UMS Strategic Planning Resolution charged Chancellor Dannel Malloy to begin the work necessary to prepare a 5-year strategic plan for UMS. The Board was presented an initial timeline and plan for the work at the September 2021 meeting. Over the past year the Board has received regular updates on work with consulting partner Huron Consulting Group, engagement with university and Law School employees and students, conversations with external stakeholder groups, and overall progress toward completion of the plan. Huron has been helping UMS develop themes and synthesize the information that they've received in their stakeholder meetings. Vice Chancellor Dorsey stated that to date, UMS is about 80% through the budget and given where the System is with the Strategic Planning Committee work, and the Strategic Plan Writing work, she is incredibly confident that System will come in on time and under budget for the strategic plan work.



Vice Chancellor St. John explained that the System has formed a Strategic Plan Writing team of 14 people that includes himself, Vice Chancellor Dorsey, UMS Director of Organizational Effectiveness Kim-Marie Jenkins, Trustee Cain, Trustee Alexander, Trustee Martin and faculty, staff, and student representatives universities all across the System. The Writing team work has begun and the plan is to have a first draft ready for circulation to the UMS community for feedback at the end of February. Once feedback from the first draft is received the Writing team will work to develop a second draft to circulate publicly for feedback later in the Spring with the intention of having the final draft of the strategic plan ready for Board approval at their May 2023 meeting. The System is using a similar anonymous feedback structure that they did for unified accreditation work.

Trustee Emily Cain, Chair of the Strategic Planning Committee thanked Vice Chancellor St. John and Vice Chancellor Dorsey for their continued work with the System and Strategic Planning Committee to complete the strategic plan. She explained that the information and support from Huron was invaluable and that she was appreciative of their help throughout this process especially in connection to their ability to provide comparison nationally for the System. She thanked the UMS presidents, faculty, staff, and students as well as everyone connected to the UMS community for their valued feedback during the data collection phases of the strategic planning process. Trustee Cain explained that several portions of the strategic plan have already started to be drafted, including a draft vision statement, which she read aloud to the Board. She stated that the draft vision statement is the direction UMS headed from a values perspective and now it's about matching the values that UMS holds with action items that then are measurable and that the System can be held accountable for by the Strategic Planning Committee and the Board.

Trustee Loring stated that she did not hear a DEI message in the vision statement and she wants the Writing team to consider that as they work through the next draft of the vision statement and the strategic plan.

#### UMS Strategic Marketing Initiatives

Vice Chancellor Dorsey explained that early reporting indicates a small decline in spring enrollment numbers, similar to what was experienced in the fall semester. In coordination with presidents and university enrollment managers, Chancellor Malloy dedicated resources to assist with System-wide marketing and enrollment initiatives to help grow enrollments across all campuses. Currently there are two major initiatives underway. The first is geared towards Maine Adult Learners who are either entering the higher educational system for the first time or returning after having taken courses earlier and had a break from education due to work or life circumstances. It is an ad campaign that will be run on social media, tv, and radio to target Adult Learners of many different demographics. The second campaign is focused on traditional aged learners and is primarily focused on Maine students looking for undergraduate studies. The team working on these campaigns are using AI and other innovative software to find the best way to target the desired learner audience. The System is also working with the Early College staff to develop opportunities to offer additional advertising to K-12 students.

Chair Riley asked with over 150 thousand adults with some college that we are targeting, how will UMS know if these targeted campaigns are working. Vice Chancellor Dorsey explained that there are several tech programs that will be able to tell the System if the ad campaigns are successful.

Chancellor Malloy added that the System had not previously taken a System approach to marketing and so this is something new the System is trying, in addition to individual campus specific enrollment initiatives to help bolster enrollment System-wide. The System is stepping forward with approximately \$400 thousand in mostly online advertising towards this initiative.

## **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 November & December. The Managed Investment Pool (MIP), with a November market value of \$347 million, saw a gain of 4.9% for that month followed by an estimated loss of 2% for December bringing the fiscal year to date (FYTD) gain to 1.6%. The Pension Fund, with a November market value of \$20 million, saw a gain of 4% for that month with an estimated loss of 1.1% for December, bringing the Pension Fund FYTD gain to 0.4%. The Operating Fund, with a November market value of \$307 million, and a more conservative asset allocation, saw a gain of 1.5% for that month. December's estimated loss of 0.1% brought the FYTD return to 0.9%. As a result, the net investment gain is about \$1.5 million for the FYTD, which is \$1.2 million below the annual budget.

### **Core Financial Ratios – FY2022**

Vice Chancellor Low provided a brief presentation regarding Core Financial Ratios, a Key Performance Indicator (KPI) tracked by UMS. Core Financial Ratios are a common tool used across the higher education industry to better understand and interpret an institutions financial results. The Core Financial Ratios being presented today are for FY2022. UMS tracks five financial ratios. These include the Primary Reserve, Net Operating Revenues, Return on Net Position, Viability, and collectively the Composite Financial Index. The Primary Reserve Ratio provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable net position, both unrestricted and restricted, excluding net position restricted for capital investments without relying on additional net position generated by operations. The Net Operating Revenues Ratio is a measure of operating results and answers the question, "Do operating results indicate that the University is living within available resources?" Operating results either increase or decrease net position and, thereby, impact the other three core ratios. The Return on Net Position Ratio measures asset performance and management. It determines whether an institution is financially better off than in the previous year by measuring total economic return. It is based on the level and change in total net position. An improving trend in this ratio indicates that the institution is increasing its net position and is likely to be able to set aside financial resources to strengthen its future financial flexibility. The Viability Ratio measures expendable resources that are available to cover debt obligations and generally is regarded as governing an institution's ability to assume new debt. The Composite Financial Index (CFI) creates one overall financial measurement of the institution's health based on the four core ratios. By blending these four key measures of financial health into a single number, a more balanced view of the state of the institution's finances is possible because a weakness in one measure may be offset by the strength of another measure. Vice Chancellor Low provided a brief overview of how UMS as a whole and each campus individually faired against the benchmarks for each of these financial ratios.

Vice Chancellor Low explained that the pandemic has caused a bit of a rollercoaster for the Core Financial Ratios in FY2022, just as they did for FY2021. UMS was provided some significant federal pandemic relief funds in FY2021, that were not provided in FY2022 and so things are going back down a little bit and it is reflected in these KPIs. Another significant influencer of these ratios is market returns, which have a huge impact on the Systems reserves and its ability to help support campuses that are potentially struggling. Market returns also have a significant impact on endowment returns, which was evident in the individual campus Core Financial Ratio results. Two other unique changes that UMS had in FY2021, that also impact these ratios are retiree health and Other Post Employment Benefits (OPEB). UMS made a change to retiree health a few years ago and last year Vice Chancellor Low talked about

how that change had a positive impact on the UMS benefit rate and OPEB liabilities. Those were positives in FY2021 and that significant kind of one-time boost that we got in FY2021 goes away again in FY2022. The impact of that change is seen in the FY2022 Core Financial Ratios. The other big issues that has had in impact is the retirement incentive that UMS put in place. While the campuses will see both long and short-term benefits from the retirement incentive initiative, from a System perspective it was a large expense and is reflected in some of these numbers.

## **ACTION ITEMS**

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

Vice Chancellor/UM President Ferrini-Mundy presented the FY2023 revised budget for UM and the University of Maine at Machias (UMM). The original budget that was approved by the Board in May 2022 estimated a gap or financial need of \$22 million, net of \$4.5 million increase in state appropriation. UM proposed budget efficiencies and the use of \$11.7 million in university reserves to solve the E&G budget shortfall. The revised budgets from UM and UMM reflect a decline in undergraduate enrollment compared to budget, primarily for incoming first-year students and retaining students from the prior year. Graduate fall enrollment at UM was 2% below budgeted headcount. UM is focusing on key enrollment initiatives for fall 2023 which include deepened use of digital recruitment by academic areas for accepted students, focus on faster acceptance time, communicate financial aid awards early in cycle and align admissions counselors to key territories. The estimated incremental E&G financial need for FY2023 is \$15 million and the incremental auxiliary financial need for FY2023 is \$2.1 million. Of the \$15 million in incremental E&G financial need, UM has offset this with \$11.6 million in mid-year savings. Some of these savings will be on-going and some will be one-time savings. Of the \$2.1 million in incremental auxiliary financial need, UM has offset that with \$0.6 million in position vacancies.

President McDonnell presented the FY2023 updated budget. UMF's undergraduate out-of-state, NEBHE credit hours for Spring 2023 were below the budgeted level projections. The in-state undergraduate and graduate credit hours exceeded projections, however, the out-of-state and NEBHE credit hours are higher than in-state resulting in an \$800 thousand deficit. UMF has used budget reductions to fill this budget gap. The Spring 2023 budget has been revised in the hopes of achieving a balanced budget. UMF has a \$1,265 million budget gap in auxiliary services resulting in waivers being reduced by \$95 thousand, reduction in expenses of \$515 thousand and leaving a budget gap of \$655 thousand and they continue to work on closing the gap by increasing revenue where possible, reducing expenses, capturing savings from vacant positions, capturing savings from Lockwood Hall being offline in the Fall 2022 semester, increasing the number of commuter/staff meal plans, improving the options at meal equivalency to drive satisfaction. UMF has also entered into a Memo of Understanding (MOU) with Franklin Memorial Hospital for the spring semester to house 6 to 8 employees in Lockwood Hall, the only residence hall with a full kitchen. Several retention efforts are also underway.

Vice Chancellor Low provided additional details of the UM and UMF budgets. UM has an E&G operating decrease of \$3.85 million and on the auxiliary side there is a \$1.4 million operating decrease. This results in a \$5.7 million transfer from campus reserves to balance the budget. At UMF the loss of revenue in the residence halls resulted in a decrease of \$1.2 million, which was partially offset by reduced Sodexo expenses leaving a remaining budget gap of \$655 thousand.

UMA Faculty Representative to the Board, Patrick Cheek asked the Board and System leadership if they have looked into ways that they could help with budget savings such as limiting in person Board of Trustees meetings and maybe looking at holding more virtual meetings to save on costs.

Chair Riley stated that the Board places great value in having in person meetings, where they are able to more personally connect with each campus; however, they are looking into the Board meeting budget and considering all options to help mitigate budget shortfalls. Chair Riley has asked Trustee Katz, Chair of the Finance, Facilities, & Technology Committee to take a deeper dive into the Board meeting budget for this purpose. Chair Riley mentioned that the Board has continued having Board Committee meetings via Zoom, which has save considerable funds. Chancellor Malloy stated that the System portion of the budget is in balance; however, System leadership is still seeking cost savings where possible. Vice Chancellor Low explained that further details of the System budget and campus budgets will be provided in March when the FY2024 Budget approval comes forward.

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 FY2023 UMaine and UMF proposed operating budget revisions.

#### **Honorary Degree Nominations for 2024**

Honorary Degree nominations from the University of Maine System campuses are presented annually for approval. In accordance with Board practice, the nominations are presented a year in advance and will be reviewed in Executive Session. Action will be taken in the public meeting without identification of the individual honorees. Publicity is the responsibility of the campus after arrangements for conferral of the degree are complete. The Honorary Degree nominations for May 2024 were presented at the January Board meeting for approval.

On a motion by Trustee Cain, which was seconded by Trustee Dobson, and approved by all Trustees present, the Board of Trustees approved the 2024 nominations for Honorary Degrees as presented.

#### **Confirmation of Boards of Visitors Appointments, UMA**

The Board of Trustees approved Board of Visitor appointment recommendations for all campuses with the exception of the University of Southern Maine and the University of Maine at Machias at their July Board of Trustees meeting. University of Southern Maine and the University of Maine at Machias Board of Visitor appointment recommendations were approved at their September Board of Trustees meeting. The Board of Trustees requested additional appointments be recommended for their approval from the University of Maine at Augusta. Based on that request, UMA has brought forth additional BOV recommendations for approval at the January Board meeting.

On a motion by Trustee Bartholomew, which was seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees confirmed the Boards of Visitors' appointments at the University of Maine at Augusta for 2022-2023, as presented.

#### **New Academic Program Proposal: B.S. Human-Centered Technology Design, UM**

Vice Chancellor Ferrini-Mundy provided information about the UM request to offer a Bachelor of Science in Human-Centered Technology Design (HCTD). This proposed degree program focuses on applied aspects of technology and design to support human use. It is a technical program that explores ways to integrate new technologies such as artificial intelligence, augmented reality, virtual reality and the internet of things into daily use. Employment for graduates of this field is projected to increase in Maine and nationally, with expected employment growth above 16% over the next 10 years. A recent Burning Glass data report showed that for undergraduate degrees in the last 12 months in New England showed 72,593 job postings. In Maine alone, there were 2,118 job openings, 96% of which required a Bachelor's

degree in a related field. Higher education institutions within the state of Maine only conferred 232 undergraduate degrees within this area over the past year. UMaine conferred 61 degrees, USM 39, UMA, 17 and UMF 5.

After discussion and consideration, at the January 9<sup>th</sup> Academic and Student Affairs (ASA) Committee meeting, the Committee decided not to take action at the meeting and to remove this item from the Consent Agenda of the January Board meeting. The ASA Committee agreed to forward the program proposal to the January Board of Trustees meeting as a full action item with the understanding that UM would provide additional information concerning how other UMS universities will be invited to participate in this program and what UM funding will be used to meet the budget to support this program prior to approval at the Board meeting.

Vice Chancellor Ferrini-Mundy explained that during proposal development stage for the HCTD, faculty and administrators in the UM School of Computing and Information Science reached out across UM and to the whole System. Faculty and administrators were especially interested at USM, UMA, and UMF, and those interactions, along with colleagues across UM, informed the HCTD proposal development. The BS in HCTD will be a project-based, intensive, hands-on major, and students will be introduced to cutting-edge research and technology infrastructure on the UM campus, such as that found in the nationally award-winning VEMI lab on campus. Discussions with colleagues at other UMS universities have explored potential avenues where students at their universities can participate in this hands-on intensive programming, including the possibility of creating a summer institute in 2024, where students from all UMS universities would have the opportunity to be housed on the UM campus and participate directly with this major. As the program continues to grow, collaboration and areas of potential interactions with faculty across the UMS will continue to be explored. With respect to the budgetary resources, UM affirms that any necessary resources for this program will be incorporated within internal UM budget planning and development processes as part of the standard budget process. No incremental UMS-based funding or support will be necessary.

President Szakas expressed his strong support for approval of the HCTD program and explained how many of the other UMS universities would like to participate in the program but do not have the faculty needed, so future collaboration with UM on this program is something many of the campuses look forward to working toward.

Trustee Alexander thanked President Ferrini-Mundy for providing the additional information requested by the ASA Committee and stated that she felt comfortable moving forward with the program proposal with the inclusion of this information.

On a motion by Trustee Cain, which was seconded by Trustee Dobson, and approved by all Trustees present, the Board of Trustees approved the Bachelor of Science in Human-Centered Technology Design at the University of Maine at Orono.

**Establishment of a new Endowed Professorship in Public Policy, USM**

USM President Jacqueline Edmondson provided a brief overview of the request to establish a new Endowed Professorship in Public Policy. This endowed Professorship was established through the University of Southern Maine Foundation in October 2022 with a \$1,000,000 gift. This gift from a prominent organization honors the legacy and distinguished career of a deceased servant leader who made a profound impact on USM, UMS and numerous organizations and Maine civic life. He dedicated himself to working on behalf of Maine people, companies and government and our State and communities are the better for his work. Income from the endowment may be given as a stipend to the person holding the

Professorship. In some situations, a portion of the income may be allocated by the University to provide equipment, technical and clerical assistance, travel, and other auxiliary support for the professorship. The Endowed Professor will be a senior faculty member with expertise in Public Policy from outside the University with a strong record in scholarship and demonstrated leadership skills. The holder of the Professorship shall be an individual who is willing to mentor junior faculty, participate in public presentations, be available for workshops and panel discussions and be open to helping the Muskie School of Public Service build its reputation. Teaching expectations for this professorship will be aligned with significant expectations for public service and outreach, and research activity. The appointment shall be for a period of four years and is renewable upon review of performance. USM and the USM Foundation intend to publicly announce the name of the Endowed Professorship in Public Policy at a public event on January 31, 2023, pending approval at the meeting today. As the naming is confidential at this time, the details of the naming were discussed with the Board during Executive Session.

On a motion by Trustee Cain, which was seconded by Trustee Dobson, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities, and Technology Committee and approved the authorization of the University of Maine System acting through the University of Southern Maine to establish a new Professorship in Public Policy, with the naming details to be announced publicly at a later date.

#### **Deering Farmhouse Renovation, USM**

Vice Chancellor Low and President Edmondson provided a brief overview of the USM request to expend up to \$2,000,000 to renovate and relocate the historic Deering Farmhouse located on the Portland campus. The renovated space in the building will be used for the office of the Director of the Osher School of Music and associated administrative space. The building will also house the music library for the Osher School of Music as well as general related storage. The Deering farmhouse is the last remaining structure from the Deering Estate in Portland and dates from 1807. It is the only historically significant structure on the Portland campus and is in an inactive and degraded status. This project reactivates and preserves this structure while providing complementary functional space to the adjacent Center for the Arts (CFA). USM has received praise and support from the City of Portland Historic Preservation office as well as the Greater Portland Landmarks for the foresight and incorporation of this project into the overall site development. The overall budget of this project is \$2,000,000 and will be funded by University E&G funds. A study for this project was funded in FY22 for \$65,000 and an additional \$500,000 were budgeted in FY23. The newly authorized funds will be budgeted in the FY24 and FY25 capital plan. When this item was discussed at the January 2023 Finance, Facilities, and Technology (FFT) Committee meeting, the Committee asked USM to explore alternative funding options to University E&G funds, such as philanthropy and/or historic preservation resources. USM is requesting to move forward with the request for an additional \$500 thousand and has committed to exploring those additional funding resources. USM has agreed not to move forward with any additional expenditures, outside of this \$500 thousand, without coming back to the FFT Committee and full Board for further authorization.

On a motion by Trustee Flood, which was seconded by Trustee Dobson, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and authorized the University of Maine System, acting through the University of Southern Maine, to expend up to \$2,000,000 to renovate and relocate the Deering Farmhouse located on the Portland campus.

#### **Confirmation of Student Representatives to the Board of Trustees**

Chair Riley asked USM President Jacqueline Edmondson to provide a brief introduction for the proposed USM Student Representative to the Board.

On a motion by Trustee Eames, which was seconded by Trustee Flood, and approved by all Trustees present, the Board of Trustees approved the appointment of the Student Representative to the Board of Trustees as presented:

Student Representative:

Andrew Seile – Appointed for a 2-year term – January 2023 to January 2025

**CONSENT AGENDA**

On a motion by Trustee Eames, which was seconded by Trustee Dobson, and approved by all Trustees present, 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:

October 26, 2022 – Finance, Facilities & Technology Committee Meeting

October 26, 2022 – Audit Committee Meeting

October 26, 2022 – Special Board of Trustees Meeting

November 2, 2022 – Strategic Planning Committee Meeting

November 13-14, 2022 – Board of Trustees Meeting

December 1, 2022 – Investment Committee Meeting

The Board of Trustees reviewed the following agenda items as forwarded by the Human Resources and Labor Relations Committee to the Consent Agenda from its meeting on January 9, 2023:

**Proposed Exception to Board Policy 406, Section 7 – Emerita Status: Dr. Anne Lichtenwalner, UM**

The Board of Trustees accepted the recommendation of the Human Resources & Labor Relations Committee, and granted an exception to Board Policy 406, as allowed by subsection 7 of the Guidelines for Emeritus status, to authorize University of Maine President Joan Ferrini-Mundy to confer Emerita status on Dr. Anne Lichtenwalner.

**Proposed Exception to Board Policy 406, Section 7 – Emerita Status: Dr. Sharon Tisher, UM**

The Board of Trustees accepted the recommendation of the Human Resources & Labor Relations Committee, and granted an exception to Board Policy 406, as allowed by subsection 7 of the Guidelines for Emeritus status, to authorize University of Maine President Joan Ferrini-Mundy to confer Emerita status on Dr. Sharon Tisher.

The Board of Trustees reviewed the following agenda items as forwarded by the Finance, Facilities, & Technology Committee to the Consent Agenda from its meeting on January 12, 2023:

**Bridge Financing Request Portland Development Project, USM**

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and authorized the issuance of bridge financing from the System to the University of Southern Maine for up to \$8 million, as determined by the Treasurer, for the purpose of funding construction expenses for the Portland Residence Hall, Portland Structured Parking Garage, and the Career and Student Success Center to be reimbursed by the subsequent issuance of debt or other funding sources, as appropriate.

**Medical Laboratory Technology Space Renovation Project Budget Increase, UMA**

The Board of Trustees accepted the recommendation of the Finance, Facilities & Technology Committee and authorized the University of Maine System acting through the University of Maine at

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Augusta to expend an additional \$350,000 bringing the approved project expenditure up to \$2,000,000 to renovate Robinson Hall on the Augusta campus to develop a laboratory for the Medical Laboratory Technology academic program.

**DATE OF NEXT MEETING**

The next meeting of the Board of Trustees will be held on March 26-27, 2023 hosted by the University of Maine and the University of Maine Machias at the University of Maine.

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  
Heather A. Massey for  
Ellen N. Doughty, Clerk