

University of Maine System – Board of Trustees Meeting
November 17-18, 2024
at the University of Maine

-

Sunday, November 17, 2024

Call to Order at 4:00pm

Executive Session: Education Session on Board Responsibilities – Wells Room 3

Dinner @ 6:30 pm (Cash/Card Bar) – Wells Central Dining in Wells Conference Center –
(Board only Dinner)

Monday, November 18, 2024

Breakfast served @ 7:30 am – Wells Conference Center Room 1

Coffee & Networking @ 7:30 am

Call to Order @ 8:00am

The Board of Trustees will go directly into Executive Session under provisions: 1 MRSA Section 405 6-A, C, D & E.

Executive Session from 8:00 am to 9:45 am, Wells Room 3

Call to Order @ 9:45 am – Wells Room 1

Citizen Comment

Individuals who wish to participate in Citizen Comment must indicate their name and topic on the signup sheet, which will be available in the meeting room on November 18, 2024 starting at 9:00 am until 9:35am.

The Board of Trustees provides time for citizen comment prior to the business agenda at each meeting. The Chair of the Board will establish time limits (usually three minutes per person) and determine any questions of appropriateness and relevancy. Personnel decisions, collective bargaining issues, grievances, litigation and other areas excludable from public discussion under the Maine Freedom of Access Law shall not constitute appropriate matters for such input. A person who wishes to speak during the citizen comment period should arrive prior to the meeting start time and sign up on a sheet provided, indicating name and topic of remarks.

Approx 10:15 am

Chair's Report

Tab 1 – Resolution for Trustee Landry

Tab 2 - AI Work Group Charge, Update

Presidents' Round Robin

Tab 3 - Confirmation of Faculty Representative

Tab 4 – Redlined Board Policies – Trustee Alexander

Tab 5 – Finalized Board Policy 204.1– Trustee Alexander

Approx 11:15 am

Chancellor's Report (40 Minutes)

- Chancellor's Update
- **Tab 6** – Enrollment Report

Approx 11:55 am

Vice Chancellor for Strategic Initiatives' Report (10 Minutes)

Tab 7 - Key Performance Indicators (KPIs) Update

Tab 8 - Approval of Collective Bargaining Agreement Universities of Maine Professional Staff Association – UMPSA

Tab 9 - Approval of Collective Bargaining Agreement - Associated C.O.L.T. Staff of the Universities of Maine (ACSUM)

Approx. 12:05 pm

Lunch Break (Timing of the lunch break will be at the discretion of the Chair)

Approx. 1:05 pm

Vice Chancellor for Finance and Administration & Treasurer's Report (10 Minutes)

Tab 10 – Finance and Administration Update

Tab 11 - Reimbursement Resolution, Equipment – Master Lease Agreement Financing

Approx 1:15 pm

Vice Chancellor for Research and Innovation (20 minutes)

Tab 12 - Vice Chancellor for Research and Innovation Update (presentation)

Tab 13 – Tenure Credit Award at Time of Hire - Exception for Board Policy 310

Approx 1:35 pm

Chief Information Officer's Report (20 Minutes)

Tab 14 - Unified Catalog Update

Tab 15 - Data Integration System Purchase, UMS

Approx. 1:55pm

Consent Agenda (2 minutes)

Tab 16 - Acceptance of Minutes

Tab 17 - New Academic Program Proposal: A.S. in Cybersecurity, UMA

Tab 18 - New Academic Program Proposal: B.S. in Computer Science and Business, UM

Tab 19 - Capital Center Space Renovation Project Budget Increase, UMA

Tab 20 - Ground Lease Authorization, UM, Sigma Chi Fraternity

Tab 21 - Greenhouse Renovation thru Replacement, UMFK

Tab 22 - Awarding of Academic Degrees

Date of the Next Meeting:

January 12-13, 2025, meeting will be held at the University of Southern Maine.

Public Meeting will conclude at approximately 2:00 pm.

Executive Session – following the public meeting

Attachments

UMS Managed Investment Pool

UMS Pension Flash Report

UMS Operating Flash Report

Reports

[Agenda Calendar](#)

Board of Visitors Annual Report 2024

ASA Committee Work Plan

Investment Committee Work Plan

HR/LR Work Plan

FFT Work Plan

Audit Committee Work Plan

2018 State Bond Project Status Report

UMS Capital Project Status Report




Capital Projects Status Report and 2018 Bond Projects Update, UMS

Tabs noted in red text are action items.

Note: Times are estimated based upon the anticipated length for presentations or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Board.



2023-24 Campus Map

- P** VISITOR permits authorize parking in any black lot or visitor space.
- RED** (Resident Student) permits authorize parking in red lots.
- BLACK** (Commuter Student) permits authorize parking in black lots.
- BLUE** (Faculty/Staff) permits authorize parking in any blue or black lot.
- GREEN** (Carpool) permits authorize use of individually allocated spaces.
- FUTURE BLACK BEAR PARKING**
- Permits MUST be displayed on interior mirror.**
- Signs governing lots take precedence over all maps and permits*
- | | | | |
|---|---------------------------|---|--|
|  | Information |  | Ambulance |
|  | Public Bus Stop |  | Emergency Phone |
|  | Gender Inclusive Restroom |  | Public Electric Vehicle Charging Station |
|  | Bike Repair Station | | |

Visitor Parking

Visitors need permits. Visitor Permits allow parking in designated visitor spaces and BLACK lots only. They are available for free online at umaine.edu/parking or at the UMaine Police Department.

Parking Office: 207.581.4047



Scan the QR code to get information on **UMaine Sidekick** and always have support in your pocket for the daily services you need.

To: **Witter Teaching and Research Center, Wildlife Cooperative Extension Diagnostic and Research Lab**, 717 Geoffrey Drive, Orono, ME 04468, and

Welcome
to the University of Maine, Orono

*Please respect that UMaine is a walking campus
Pedestrians have right of way at all times*

Winter Parking Ban
Black lots, as well as winter spaces, are closed to parking from midnight to 6 a.m. from Nov. 1 to May 1.

Overnight Parking Permits
are available from UMaine Police
and online at umaine.edu/parking.

DISTANCE	1/8 MILE
Walking time	2-3 minutes

UMaine 07/2023
Cartography by Purple Liquid Maps
Please suggest edits to um.printing@maine.edu



Office of the Chancellor
15 Estabrooke Drive
Orono, ME 04469

Tel: 207-973-3205
www.maine.edu

Dannel P. Malloy
Chancellor

October 15, 2024

To: Elizabeth Stickler, Clerk of the Board

From: Dannel P. Malloy, Chancellor

Subject: Boards of Visitors Annual Reports

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

University of Maine
School of Law

The University of Maine System is required to include the annual reports of the activities of the various Boards of Visitors in the annual report to the Joint Standing Committee on Education and Cultural Affairs.

The general format and reporting year of September to August are consistent with past years and were mutually agreed upon by the presidents. The annual reports from all universities within the University of Maine System, except for the University of Maine School of Law, which does not have a Board of Visitors, are attached for submission to the Board of Trustees as an information item with the November Board meeting materials.

Please reach out with any questions you may have.

Encl.



*University of Maine and the University of Maine at Machias
Board of Visitors Meetings Summary (2023-2024)*

UNIVERSITY OF MAINE

Overview

The University of Maine Board of Visitors advises the president on a wide range of issues regarding the University's role and mission and its relationship to the people of Maine. Their time and talent are spent reviewing matters such as tuition proposals, new academic program proposals, and long range fiscal and operating plans while also serving as public advocates for the University and the System.

Membership

First	Last	Professional Affiliation/Title	Term	Term Begins	Term Ends
Michael	Bourque	MEMIC, President and CEO	2nd term	7/1/2021	6/30/2024
Karen	Clements	Independent Consultant	1st term	7/1/2022	6/30/2025
Candi	Ewer	Director of Education and Career Services, Penobscot Nation	1st term	7/1/2022	6/30/2025
Kristen	Gurall	Retired	1st term	7/1/2022	6/30/2025
Hannah	Hudson	Policy and Communications Manager, Maine Primary Care Association	1st term	7/1/2022	6/30/2025
Christopher	Rector	Retired	1st term	7/1/2022	6/30/2025
Amir	Reza	Dean, Babson Academy and Global Education	1st term	7/1/2022	6/30/2025
Ellen	Belknap	President, SMRT Architects and Engineers	2nd term	7/1/2022	6/30/2025
Cheryl	Coffin	Professor Emerita, Vanderbilt University	2nd term	7/1/2022	6/30/2025
James	Lyons	Senior Associate, Wilmer Hale LLP	2nd term	7/1/2022	6/30/2025
Prashanth	Chandrasekar	CEO, Stack Overflow	1st term	7/1/2023	6/30/2026
Shontay	Delaloue	SVP & Senior Diversity Officer, Dartmouth College	2nd term	7/1/2023	6/30/2026
Matthew	Dunlap	Maine State Auditor	2nd term	7/1/2023	6/30/2026
Kevin	Strange	CEO, Novo Biosciences, Inc.	2nd term	7/1/2023	6/30/2026
Theresa	Lee	Chief Development Officer, New England Botanic Garden	1st term	7/1/2024	6/30/2027
Barbara	Kerr Hamilton	Sr. Director of Process Technology, Packing Corp. of America	2nd term	7/1/2024	6/30/2027
Justin	Labonte	Director, Financial Planning & Analysis, Emerson Electric Company	2nd term	7/1/2024	6/30/2027
Robert	Strong	UMaine Foundation Board Chair		ex-officio	UM Foundation Rep
Charley	Martin-Berry	Director, Community Caring Collaborative		ex-officio	UMM Rep

Officers

The University of Maine Board of Visitors is led by the Chair, Michael Bourque.

Meeting Schedule and Agenda Summary**FY 2024 BOV zoom meetings:**

1. September 14, 2023 (October meeting planning)
2. November 16, 2023 (Update)
3. January 11, 2024 (February meeting planning)
4. March 21, 2024 (Update)
5. April 18, 2024 (Update)
6. May 23, 2024 (June meeting planning)
7. June 27, 2024 (By-laws revision)

FY 2024 in- person BOV meetings:**1. October 19-20, 2023 (Orono, ME)**

- **Key Topics:**

- BOV members received a tour of the J. Franklin Witter Teach and Research Center and Zillman Art Museum
- Meeting theme was “Bridging Research and Teaching” and BOV members heard from President Ferrini-Mundy, graduate student representative to the BOT, Katie Ashley; and undergraduate student representative to the BOT, Ben Dougherty.
- A faculty and student panel representing computer science, molecular biology, social work, mechanical engineering, and education shared examples of the integration of teaching and research.

2. February 8-9, 2024 (Portland, ME)

- **Key Topics:**

- BOV members were introduced to Maine Center CEO, Seth Goodall and a reception was held at the Maine Center on Fore St. in Portland.
- Meeting theme was “UMaine’s identity as a flagship public research university and our unique role in serving the current and future needs of the people of Maine.”
- A panel of university leaders and faculty discussed the challenges and opportunities of the modern rural land grant institution. Topics included: enrollment management; campus libraries; regional impact; faculty retention; graduate research education; serving companies, state agencies, and communities; and utilizing the state of Maine as a living laboratory for research education and service.

3. June 6-7, 2024 (Orono, ME)

- **Key Topics:**

- BOV members were given an interactive showcase of innovation and economic development activities that UMaine is leading in Maine.

- Meeting theme “UMaine’s Strategic Re-Envisioning launched through a university-wide engagement process led by President Ferrini- Mundy.
- BOV member Barbara Hamilton was reappointed for a second term ending 6/30/2027. Karen Boucias was recognized for her service to the BOV with her second term expiring on 6/30/2024. Chair Michael Bourque’s second term was also expiring and he agreed to serve in an ex-officio capacity as chair into FY 2025 until a replacement is identified.

UNIVERSITY OF MAINE AT MACHIAS

Overview

The University of Maine at Machias Board of Visitors plays a key advisory role in supporting the Dean and Campus Director. As trusted partners, Board members contribute their time and expertise, offering insight on crucial matters such as tuition strategies, new academic program initiatives, and opportunities for community engagement. In addition to their advisory role, they serve as ambassadors, advocating for the University’s interests and the broader University of Maine System within Washington County.

Membership

First	Last	Professional Affiliation/Title	Term	Term Begins	Term Ends
Sarah	Craighead-Dedmon*	Editor, The Washington County Almanac	2nd te... ▼	July 1, 2022	June 30, 2025
Charley	Martin-Berry*	Executive Director, Community Caring Collaborative	2nd te... ▼	July 1, 2022	June 30, 2025
Dodie	Emerson	Downeast Community Catalyst, SCEC	2nd te... ▼	July 1, 2022	June 30, 2025
Jen	Peters	Director of Community Development, SCEC	2nd te... ▼	July 1, 2022	June 30, 2025
Jordan	Porter	Primary Care Provider, Eastpost Healthcare & Professor at UMaine	1st term ▼	July 1, 2022	June 30, 2025
Juara	Rodriguez	Executive Director, Mano en Mano	1st term ▼	July 1, 2021	June 30, 2024
Bill	Kitchen	Machias Town Manager	1st term ▼	July 1, 2022	June 30, 2025
Kyle	Pepperman	Alumni President, Associate Director of Technology Transfer, DEI	1st term ▼	July 1, 2023	June 30, 2026
Jacqueline	O’Clair	Board Chair, Sunrise Senior College	1st term ▼	July 1, 2023	June 30, 2026
Nakia	Dana	Educational Resource Coordinator, Passamaquoddy Tribe	2nd te... ▼	July 1, 2024	June 30, 2027
Nicole	Case	Principal of MMHS	1st term ▼	July 1, 2022	June 30, 2025
Sam	Whitney	AVP Branch Manager, Machias Savings Bank	2nd te... ▼	July 1, 2022	June 30, 2025
Betty	Mason	Downeast Community Hospital	1st term ▼	July 1, 2023	June 30, 2026
Susan	Mingo	President of WCCC	2nd te... ▼	July 1, 2024	June 30, 2027
Dean	Preston	UT Supervisor — Washington County	1st term ▼	July 1, 2023	June 30, 2026
Rhiannon	Hampson	USDA State Director for Maine	1st term ▼	July 1, 2022	June 30, 2025
Kyle	Winslow	Associate Director of Stewardship, Maine Coastal Heritage Trust	2nd te... ▼	July 1, 2022	June 30, 2025
Beth	Clifford	Curriculum Coordinator, Maine Indian Education	1st term ▼	July 1, 2022	June 30, 2025
Ellen	Hostert	Faculty Representative	Other ▼		
Megan	Walsh	Dean and Campus Director, University BOV Liaison	Other ▼		

Officers

The University of Maine at Machias Board of Visitors is led by the Co-Chairs, Sarah Craighead-Dedmon & Charley Martin-Berry.

Meeting Schedule and Agenda Summary

November 16, 2023

- **Key Topics:**
 - President's Address by President Joan Ferrini-Mundy (virtually), covering University of Maine & UMM updates.
 - Updates from Megan Walsh, Dean and Campus Director, covering staffing changes, enrollment, retention, and a financial overview of FY24 and FY25 budgets.
 - Upcoming events including Nutcracker, Winterfest, and Athletics Taskforce Report.
 - Discussion of future BOV meeting dates.

February 1, 2024

- **Key Topics:**
 - Updates by Megan Walsh, covering student life, security, retention, academic integration, enrollment, and budget.
 - Detailed report on retention by Scott Marzilli and enrollment updates by Kevin Coughlin.
 - Financial overview presented by Kelly Sparks.

April 25, 2024

- **Key Topics:**
 - Megan Walsh provided updates on Honors Convocation, Commencement, student life end-of-year events, summer activities, enrollment, and budget.
 - Discussion of upcoming events and future BOV meeting dates.

July 24, 2024 (Annual Meeting)

- **Key Topics:**
 - Focus on student success and the unique coastal campus identity.
 - Data-driven discussion on key UMM statistics.
 - Presentations on the NEA Wild Blueberry Project and UMM's marine biology programs.
 - Academic opportunities at UMM discussed by John Volin.
 - Strategic discussion on funding priorities for the institution.



Board of Visitors
University of Maine at Augusta
Annual Report
Academic Year – September 2023 to August 2024

Overview

UMA's Board of Visitors is comprised of highly professional, engaged regional representatives that provide guidance and feedback to leadership as UMA works to achieve its mission and strategic goals. The primary activity of the Board of Visitors during the academic year was building relationships between new UMA President Dr. Jenifer Cushman and existing BOV members, orienting and engaging Jennifer Riggs as the new Chair of the BOV, and recruiting new members. The BOV met four times.

Membership and Officers

Chair

Ms. Jennifer Riggs
CNO MGMHC/CEO MGCC, MaineGeneral Health

Vice Chair

Ms. Shenna Bellows, Secretary of State, State of Maine

Dr. Tom Keller, Founder & Director of STEM Education Strategies LLC
Mr. Randall Liberty, Commissioner, Department of Corrections, State of Maine
Ms. Laura Fortman, Commissioner, Dept. of Labor State of Maine
Ms Soumia Tber, Director of Statewide Payroll, State of Maine Controller's Office

Schedule

The University of Maine at Augusta Board of Visitors meets quarterly in a hybrid meeting environment including in-person and Zoom participation.

Meetings and Agenda Items

At the July 25, 2023, xxxxx

At the **October 31, 2023**, meeting, Vice Chair Jennifer Riggs reported on her attendance at the UMS Board of Trustees and Board of Visitors Meeting. President Dr. Jenifer Cushman made remarks regarding UMA's response to the Lewiston shooting tragedy and her strategic focus on building the advancement and alumni relations department, as well as expanding our global learning and commitment to engaging diverse learners, including New Mainers. VP of Academic Affairs/Provost Dr. Joseph Szakas provided an academic update. VP of Enrollment

Management & Marketing provided an enrollment update. Chief Business Officer Buster Neel provided a budget update. The board discussed bylaws, committees and how to best engage board members, future meeting structure and content, the Bangor Advisory Council, and a future campaign for UMA. The group nominated Shenna Bellows as Vice Chair.

At the **January 23, 2024**, meeting, President Dr. Jenifer Cushman made remarks regarding her meeting with Jennifer Riggs and their plan for the semester, including how President Cushman would meet with BOV members individually to talk about how to better engage the board. VP of Academic Affairs/Provost Dr. Joseph Szakas provided an academic update. VP of Enrollment Management & Marketing provided an enrollment update. Chief Business Officer Buster Neel provided a budget update. The board discussed suggested revisions to the bylaws regarding the term of Vice-Chair and Chair, and the Bangor Advisory Council.

At the **April 23, 2024**, meeting, VP of Academic Affairs/Provost Dr. Joseph Szakas provided an academic update. VP of Enrollment Management & Marketing provided an enrollment update. Executive Director of Finance and Administration Aili Robinson provided budget update. The board welcomed Aili Robinson in her new role as Chief Business Officer, recapped the UMS Board of Trustee meeting at the Augusta Campus, received an update about the search for the VP of Advancement and Alumni Relations, and approved revisions to the bylaws regarding the term of Vice-Chair and Chair.

At the **July 30, 2024**, meeting, the group convened briefly and then provided more thorough updates via a written report. This included the introduction of Erin Fogg as VP of Advancement and Alumni Relations; the approval of new BOV members General Diane Dunn, Adjutant General and Commissioner Maine Dept. of Defense, Veterans and Emergency Management; Jim LaBelle, Executive Director Biddeford-Saco Chamber of Commerce; and Matthew Pouliot '09, State of Maine Senator, and Real Estate Broker; the development of a new Board of Visitors Orientation; and the UMS Board of Trustees plan to have BOV members interact more with the system. VP of Academic Affairs/Provost Dr. Joseph Szakas provided an academic update. VP of Enrollment Management & Marketing provided an enrollment update. Chief Business Officer Aili Robinson provided budget update.

Submitted by: Erin H. Fogg, Vice President of Advancement and Alumni Relations, on behalf of UMA President Jenifer Cushman and BOV Chair Jennifer Riggs.

Date: October 11, 2024



**UMF Board of Visitors
University of Maine at Farmington
Annual Report, September 2023 - August 2024**

Overview

The 2023-2024 meetings of the UMF Board of Visitors (BOV) focused on Strategic Planning and initiatives, advocacy, community outreach, and fundraising.

Membership

The Board had 17 voting members, 7 women, 10 men representing the private, nonprofit, and education/public sectors. The Board of Visitors membership was made up as follows:

Private Sector

Steve Hewin, Tourism Consultant
Todd Chamberlain '03, Pro Search Inc.
Jennifer Bjorn, Kyes Insurance.
Greg Patterson, Farmington Walmart.
Timothy Thompson, Franklin Savings Bank.
Byron Davis, Owner of Riverbend Property.
Peter Osborne '09, Maine Municipal Association

Non-Profit Sector

Cathy Wimett, Gold LEAF Senior Institute (*ex officio*)
Barbara Sergio, Franklin Community Health Network
Shawn Roderick '06, Senate Republican
Thomas Dukes '90, Brigadier General

Education Sector

Jennifer Dorman '93, Skowhegan Area Middle School
Jonathan Moody '98, Superintendent MSAD 54
Mattie Jernigan '19, Educare Central Maine
John Slack, U.S. Geologist Survey
Jason Judd '06, Educate Maine
Monique Poulin, RSU 9

One *ex-officio* position is always reserved for a board member the President of the Gold Leaf Institute, UMF's senior college.

Officers

Peter Osborne, Chair.

Steve Hewins, Vice-Chair

Schedule

The Board met four times this year with a hybrid model during the reporting year. Board members were also invited to All-Campus meetings, Chancellor meetings, Strategic Planning interviews, Connecting with the Community, Symposium, UMF fundraiser event, and other events and forums on and off campus throughout the year.

Meeting Summaries

September 15, 2023

Board Administration. 18 members in attendance.

Meeting opened at 12:00 pm

Steve Hewins welcomed the BOV, introduced the new members, and reviewed recent and upcoming encounters.

Steve acknowledged the absence of Peter Osborne and then read the report the Peter wrote up to present to the board. Peters report consisted of creating three major action items. Advocating for UMF, raising money for UMF, and engaging with the community. These actions will be a way to assist UMF in keeping the university as a valued asset in the community and in Western Maine.

President Joe McDonnell is looking for ways that the Board of Visitors can interact with the Board of Trustees. This can be events such as system wide in person meetings and an orientation for the new members.

President McDonnell agrees that the Board of Visitors can be an excellent advocate for the needs of Western Maine and how the university can serve to meet those needs.

Enrollment Planning:

Christine Wilson, VP for Enrollment and Student Services updated the BoV about the Annual Fund Campaign that takes place from October to December. These funds will go towards scholarships, helping with internal careers, and graduate professionalism.

Christine talked about “giving Tuesday” that takes place after Thanksgiving and the Board of Visitors were welcome to participate and maybe even include a matching grant.

Academic Affairs:

Kathy Yardley, the Co-Provost updated the BoV on the progress of the Sweatt-Winter Childcare Education Center. UMF hired a new director, and the completion of the center was coming along. The center had created an outside playground that looks beautiful. The opening is planned for some time in mid-October at the time with a grand opening aimed at be in November.

Meeting adjourned 2:10 pm

December 1, 2023

Board Administration. 17 members in attendance.

Peter Osborne welcomed the BOV, reviewed the agenda, and made introductions.

Chair Peter Osborne reported about connecting with the leaders of the Farmington community with a purpose of connecting with the Western Maine region. Peter explained the purpose of the Farmington Board of Visitors is to advise the UMF president about the needs of the community and to advocate on behalf of the university.

Peter explained three major goals he would like to construct going forward and those are fundraising, advocacy and community engagement. The purpose of these goals is to have each BoV member apart of one of these goals and create action plans.

Vice Chair Steve Hewins talked about creating a four-year plan creating a specific agenda for each goal and then keep those goals aligned with the UMF leadership.

President Joe McDonnell reports that UMF is working to attract more students with online education programs, elementary education certification, special education, rehabilitation, human services, public policy program, and professional studies.

UMF has hired a professional media consultant. Spark 451 will be working with UMF to enhance digital marketing and redesign the UMF website. The website will be launched by next summer.

Christine Wilson, VP for Enrollment and Student Services updated the BoV about the donation request that were sent out back in October. She was pleased to announce that many envelopes were returned with donations inside them. These donations will go towards the Graduate Professional Fund, Students for Professional Development, and getting professional clothing for interviews.

Kathy Yardley, Co-Provost and Dean of Education, Health and Rehabilitation announced that Maine State Legislator Holly Sargent will be coming to the university. She is a member of the cultural affairs committee. She also reported that UMF will be working with other schools to recruit Ed Tech students who want to complete their degrees and get licensed.

Laurie Gardner gave a financial update and reported that the campus bio fueled boilers are up and running full time with wood chips. The construction work of the Purrington and Mallett dorm rooms are complete with bathrooms and have ADA ramps outside.

The Mallett Hall will become an athletic hall. There will be more single residential halls on campus that satisfy the student needs. Stone Hall will be converted to a pet friendly Hall and Scott West will have a veteran hall specifically for the veteran community.

Meeting adjourned.

March 8, 2024

Board Administration. 16 members in attendance.

- Chair Osborn welcomed the BOV, reviewed the agenda, and President McDonnell for officially being appointed as the president of UMF.

Chair Peter Osborne welcomed two guests. Michelle Navarre of the Adult Completion Program and Ruifang Han, a visiting scholar from the Northeast Normal University in China.

Michelle Navarre discussed that UMF is an attractive place because it allows for individual attention and recognition, which is attractive for possible incoming adult students. Michelle talked about answering the question on how UMF help can fill the gaps for an adult to receive their degree.

Ruifang Han talked about the location of Northeast Normal University (NENU), which is in the northeast part of China just like Farmington Maine's location in the US. Professor Han is a versatile faculty member teaching Chinese and culture courses. She spoke about opportunities for her university and UMF to collaborate.

Peter discussed the continuation of designing engagement for the Board of Visitors with the UMaine system. These engagement programs are an orientation for new Board of Visitor members, an orientation of the UMaine system, and a BoV in person summit. The traditional Zoom meetings with the Chancellor and UMS officers will continue. There will be a formation of a statewide advocacy program to include the entire BoV membership from the UMaine system universities. Pater announced that at the end of the meeting the BoV members will break up into groups to discuss action plans for the three areas of interest which are, community engagement, fundraising, and advocacy.

President McDonnell reflected on the importance of the Board of Visitors being very important to the community both at the college and in Farmington community. Recruiting and retaining students is the universities highest priority including traditional residential undergraduates as well as graduate students and adult completers. UMF is not only recruiting traditional undergraduates, but graduate students & adults who want to complete their degree. UMF is bringing online courses to the students with programs that appeal to adult completers – like education certification. The online community will hopefully represent a good percentage of our students at UMF.

Steve Quakenbush, Co-Provost and Dean of Arts & Sciences talked to the board about the Title III Grant. The grant provides support to student life programs as a means of helping retain students by giving them a sense of belonging. In the first-year fall semester, UMF will encourage 1st year students to get into clubs and explore the residential experience of the college. There will be a teaching of soft skills, and this will provide the opportunity for businesses in the local community to hire these students who already have experience.

Co-provost Kathy Yardley informed the BoV that UMF is working with University of Maine, Augusta to attract students to the nursing program with a joint degree. There has been an approved dual degree in which a student will be enrolled in both UMA and UMF and able to offer

the 120 credits as a unified system. This will give the ability for students to play on sports teams, participate in student activities, and feel connected. There has been an approved dual degree in which a student will be enrolled in both UMA and UMF and able to offer the 120 credits as a unified system. This will give the ability for students to play on sports teams, participate in student activities, and feel connected.

Meeting Adjourned.

June 5, 2024

Board Administration. 19 members in attendance.

Peter Osborne welcomed the BOV and reviewed the agenda. Peter welcomed a guest to the meeting, Erica LaCroix, Town Manager of the town of Farmington. Erica thanked the board for inviting her and looked forward to working with everyone. Erica spoke about ways the town of Farmington and UMF can work together.

Peter opened the report by talking about two good things that have taken place since the last board meeting back in March and that was the Sweatt-Winter Childcare opening and UMF Commencement.

Sweatt-Winter Childcare Education Grand Opening held on Wednesday, March 27th. Senator Susan Colling and Governor Janet Mills were in attendance for the grand opening. The building is uniquely designed for students to attend classes such as an observatory room with cameras in each class room so things can be seen in real time and teacher can interact with the student. Sweatt-Winter will help connected education and childcare, which will benefit the university and the Farmington community. The design team was awarded a grant from the Lennox foundation that will go towards the completion of the playground outside the building.

Peter thanked both Jennifer Bjorn and John Moore for once again having commencement at Narrow Gauge Cinema. It is a beautiful space, with the mountains acting as a backdrop creates a special touch to the ceremony. Peter enjoyed the speaker line-up with individuals such as BOT representative Owen McCarthy, Honorary Speaker Monica Wood, and Senior Class speaker Jacob Turlo.

A survey was sent out to all Board of Visitors regarding the continuation of seeing what events they would like to see. The result from that survey is an annual BOV orientation, an annual retreat with the Board of Visitors and the Board of Trustees, and a state wide advocacy group to act as advocates to the legislature. These events are being proposed to begin in September and more information is yet to come.

Peter informed the group that on Monday, September 16 the Board of Trustees meeting will be held at UMF. With the next Board of Visitors meeting taking place on Friday, September 13, Peter said this meeting would be important to decide what items the Board of Visitors would like to discuss with the BOT being on campus.

President McDonnell said that on Sunday evening, September 15th there is a dinner and all the BOV members are invited. This is also held at UMF.

There were two openings for new BoV members, and the following were selected to be voted on: These names will be presented at the next BOT meeting and voted on.

Joshua Bell, Board of Selectman

Keith Holley, Sr. Director of Operations, MaineHealth.

President McDonnell emailed a report to all Board of Visitor members regarding the successes, opportunities, and barriers.

Steve Hewins is working with UMF on a grant, Northern Board of outdoor recreation. This is in the 2nd stage of that movement. Articulation agreements have been a help with stabilizing the budget for this year, along with hard work at admissions office. UMF is continuing the update of the campus website.

President McDonnell spoke with members of L.L. Bean about the unique location of Western Maine and our outdoor recreational programs. The question was proposed regarding how we could partner with L.L. Bean and the president sent some ideas of how the university might partner with them.

Co-Provost Steve Quakenbush spoke on the continuation of the Title III Grant. The university has identified that the first year for a student is the most challenging. This grant will help create a belonging initiative, professional development, and sense of inclusion. The program will help the student get somewhere with the university's assistance. Topics like leadership skills, writing well, working as a team, and other soft skills will be the focal point. Amber Stone a Pre-Professional Career Advisor is helping build a community and building a cohort among the students.

Co-Provost Kathy Yardley spoke about the identification of public schools needing a pathway into the profession and retention of public teachers. UMF is working on creating relationships with various districts in the state. RSU 9, Schools in Lewiston and Portland, Skowhegan GearUp, and SMCC are the areas UMF is focusing on. Kathy talked about a UMF new teacher academy that will help support new teachers in schools who need mentorship and want professional growth.

Peter broke the board members into their respective groups to further work on the activities of Community engagement, Fundraising, and Advocacy.

Meeting Adjourned.

*Submitted by President Joseph W. McDonnell
October 2024*



Board of Visitors
University of Maine at Fort Kent
Annual Report
Academic Year- September 2023 to August 2024

Overview

The Board of Visitors (BOV) met quarterly during the academic year via Zoom and on campus. The Executive Committee met prior to each meeting at the request of President Hedeon to set the agenda. At each regular meeting, University Administrators, Cabinet Members and other University staff, faculty and students provided the Board with information and updates on the System and Campus, Finance and Facilities, Development and Foundation, Enrollment, Early College, Alumni and Academics.

In addition to regular updates, the Board was provided a presentation on a program project or requested topic/area of interest. The following were also reported on and/or discussed throughout the year:

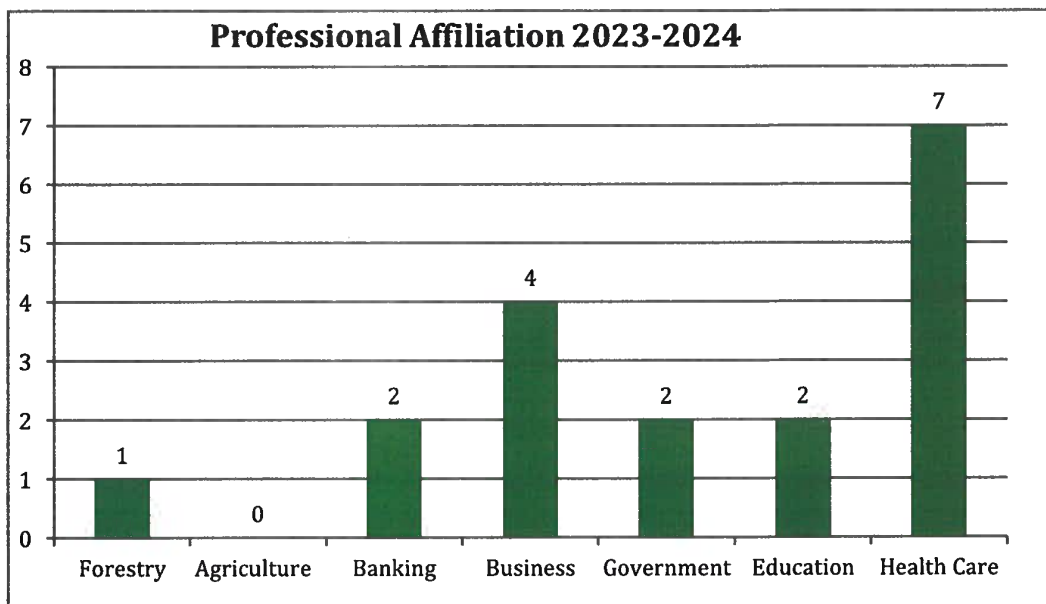
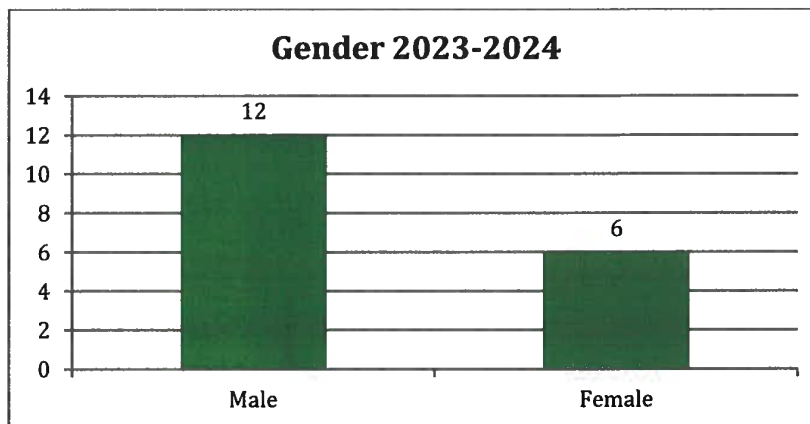
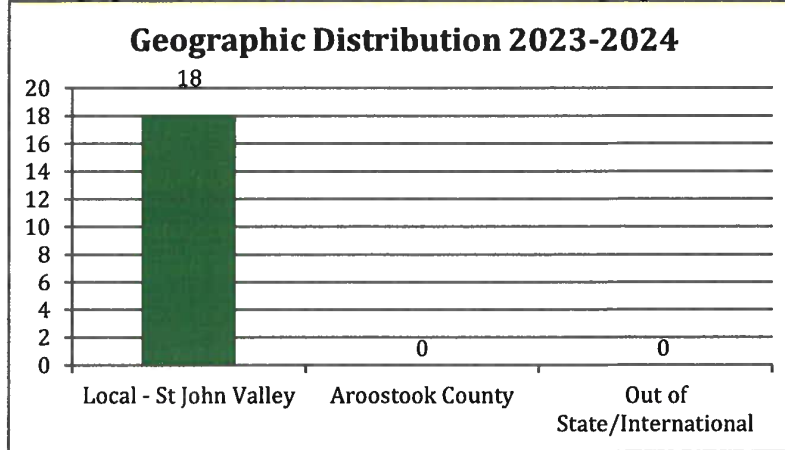
- Recruitment and Retention
- System, Campus & Budget Updates
- UMFK Foundation and Alumni accomplishments, special events, and other fund-raising/outreach activities.
- New faculty and staff throughout the year.

Membership

The membership of the Board runs from July 2022 to June 2023.

David Albert	US Customs and Border Protection - Port Director
Jayonah Chaboya	Student Representative (non-voting)
Peter Clavette	United Insurance – Senior VP/Managing Partner
Jennifer Derosier Daigle	Lakeview Restaurant - Business Owner
Justin Dubois	Acadia Federal Credit Union - Commercial Loan Officer, BOV President
Louis Dugal	Country Village Estates, LLC - Administrator
Norman Fournier	County Commissioner - Retired FRRH CEO / Trustee
Shawn Graham	Faculty Representative (non-voting)
Jennifer Malmborg	Fish River Rural Health - Director of Behavioral Health Program
Kris Malmborg	Northern Maine Medical Center - Director of Marketing and Public Relations
Elizabeth Marin	Director of Optometry and Chiropractic Services
Nicole Marquis	Registered Nurse
John Murphy	UMFK – Retired Administrator, BOV Secretary
Alain Ouellette	Summit Project Management Company - Independent Contractor
Suzie Paradis	Town of Fort Kent - Economic & Community Development Director, BOV Vice President
Josh Philbrook	Irving Forest Products - Ashland Sawmill Manager
McKenzie Roy Hafford	Key Bank - Manager
Peter Sirois	Northern Maine Medical Center - Retired Administrator
Gary Stevens	MSAD #27 - Retired Administrator
Carter Vaillancourt	Daigle Oil Company – Chief Operating Officer

Demographics (data does not include student and faculty representatives):



Officers

Justin Dubois	BOV President
Suzie Paradis	BOV Vice President
John Murphy	BOV Secretary

Schedule

The Board of Visitors held four regular meetings within this reporting year on September 1, 2023; January 5, 2023, March 8, 2024, and June 14, 2024. Most of the meetings were held in person with availability of a Zoom link for those unable to attend in person.

The Board of Visitors and other representatives were also invited to participate in Town Hall Sessions with Chancellor Malloy and System Staff during their fall and spring campus visits on October 17, 2023 and May 21, 2024

Meeting and Agenda Items

September 1, 2023

Attendance: 14 Present, 4 Absent, 19 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome
- Focus Area: Tour of Nursing Immersion Suite
- UMFK Updates and Reports: System, Budget, Enrollment and Marketing, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Planning and Development, and Special Projects
- BOV Discussion
- Adjournment

Meeting Summary:

The UMS Strategic Plan has been approved until May 2023. The universities and law school will develop goals in four core areas: retention, enrollment, research and economic and workforce development. Pam offered a review of the budget, credit hour enrollment, discussion of facilities and utilities current and future updates. Heidi Carter shared enrollment numbers and new marketing strategies. Admissions counselors have been given defined territories where they will be recruiting this fall. Homecoming schedule was shared. Foundation gifts and scholarships were reviewed. Upcoming events were discussed, and participation is encouraged. The new student representative made her introduction. The Advocacy Committee is planning a Business Breakfast on September 22. The Special Projects Committee informed us of upcoming renovations in Fox Auditorium. All members were encouraged to sign up to be a member of the different committees.

January 5, 2024

Attendance: 13 Present, 3 Absent, 15 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of September Minutes
- Focus Area: eSports
- UMFK Updates and Reports: System, Athletics, Enrollment, Retention and Budget, Arctic Studies, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Education and Development, Special Projects and Nominating
- BOV Discussion
- Adjournment

Meeting Summary:

President Hedeon provided a recap of fall 2023 highlights. Pam Ashby gave finance and facilities update. Heidi Carter presented on UMFK Enrollment and Marketing. Shawn Graham gave a faculty update. Shannon Lugdon shared different events that will be happening this spring on behalf of the Development Office, the Foundation and Alumni Association. The Foundation has received over \$216,000 gifts in FY24. The Advocacy Committee is planning a Business Breakfast on April 3 featuring the Acadian Archives. The Planning and Development Committee is working with Sam Warren at the system level to help her advocate for UMS. The Special Projects Committee reported a hold up with the Fox Auditorium project. The Nominating Committee discussed the need for 3 new board members to begin in July. Kelly White gave an overview of the eSports program.

March 08, 2024

Attendance: 15 Present, 3 Absent, 17 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of January Minutes
- Focus Area: Budget Presentation
- UMFK Updates and Reports: System, Campus, Budget, Enrollment, Student, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Education and Development, Planning, and Nominating
- BOV Discussion
- Adjournment

Meeting Summary:

The UMFK budget was presented by Pam, Deb & Heidi. Our student representative reported on past and upcoming events. Faculty updates were shared. The Symposium's theme is *One Health*; it will be on April 24. Foundation update given. Denim and Diamonds Gala will be on April 6. Alumni update on Ski Shoot Ski and Homecoming will be September 6, 7 and 8. The Advocacy Committee will have their Business Breakfast on April 3 and will feature the Acadian Archives. The Special Projects Committee reported that two engineering firms have been interviewed for the Fox Auditorium project. Discussion of members who are terming out and the recruitment process for potential new members. Research Learning Experience presented by faculty members Ned Nason and Stephanie Nadeau.

June 14, 2024

Attendance: 12 Present, 6 Absent, 14 UMFK Faculty/Staff and Other Guests Present

Agenda:

- Welcome & Approval of March Minutes
- Focus Area: Behavioral Science Program and Recent Development
- UMFK Updates and Reports: System, Campus, Budget, Admissions, Faculty, Foundation and Alumni
- Committee Reports: Advocacy, Planning and Development, Special Projects, Nominating
- Adjournment

Meeting Summary:

Lisa Lavoie, a faculty member in the Behavior Science Program gave us an overview of what the program offers regarding classes, concentrations, licensure and certification, and occupational outlook. She also shared what the Behavior Science Club was involved in this year. President Hedeon shared campus highlights including the Symposium, Commencement, faculty and staff recognitions, Board of Trustees meeting at UMFK in May, athletics. Pam presented a budget update. Jeremy Bouford offered an admissions presentation. Seven faculty members provided updates in their field of work. The Foundation informed us of the kickoff fundraiser for Fox will be a musical performance on August 4. Overall gifts FY24 is \$390,800.21. The Alumni Association is working on Homecoming which will be September 6 – 8, 2024. The Advocacy Committee is working on a Business Breakfast for fall which will educate the community as well as our international students on what needs to be done, who we need to talk to, and what are the steps an employer needs to take to go through the process of sponsoring an international student for work. The Special Projects Committee informed us they have hired WBRC Engineering Firm for the Fox project which will take 2 – 3 years to complete. The Nominating Committee acknowledged outgoing members and made recommendations for new officers and members for FY25.

Submitted by: Lisa Roy on behalf of President Deborah Hedeon and BOV President Justin Dubois
June 28, 2024

Board of Visitors University of Maine at Presque Isle

ANNUAL REPORT

Academic Year – September 2023 to August 2024

OVERVIEW

Throughout the 2023-2024 academic year, the Board of Visitors meetings consistently focused on several key areas: enrollment trends, budget projections, capital improvement projects, and strategic initiatives. The meetings highlighted significant growth in student numbers, particularly in the YourPace program. With the transition away from Academic Partnerships coupled with YourPace enrollments reaching unprecedented levels, these factors ultimately led to the creation of several new staff positions and a reorganization of services to best help meet our student's needs.

Budget discussions consistently showed positive trends, with projections of surpluses that allowed for reinvestment in various areas of the university. The Board was kept abreast of the progress of major projects, including the sale of the Skyway and Houlton Higher Education Center properties, the development of a new turf field, renovations to various campus facilities, an earmark for a new Dental Assistant program, and possible funding for renovations to the Gauvin Family Auditorium for Cultural Arts.

Throughout the year, the meetings painted a picture of an institution not just adapting to change, but actively shaping its future – balancing fiscal responsibility with ambitious growth, and traditional educational models with innovative, student-centered approaches. This comprehensive strategy position UMPI as a dynamic force in higher education, poised for continued success and community impact.

MEMBERSHIP

Our board consisted of 7 women and 11 men, all of whom live and work in the Central Aroostook County area.

NAME	AFFILIATION
Ginger Buck	Kieffer Real Estate
David Bartlett	Principle, Presque Isle High School
Christopher Bell	Retired – Director of Financial Aid, UMPI
Kyle Corrigan	MMG Insurance Company
Matthew Cummings	Fort Fairfield Police Department
Janet Doak	Katahdin Trust Company
Timothy Goff	Town Manager, Fort Fairfield
Christine Helstrom	Cary Medical Center
Chelsea Henderson	FA Peabody Company
Donna Lisnik	Retired School Teacher
Thomas Powers	Presque Isle Industrial Council

Stephen Richard	Retired – Executive Director, Central Aroostook Association
Tom Richard	Northern Maine Community College
Ron Silliboy	Ward Cedar Log Homes
Leigh Smith	Re/MAX Realty
Trey Stewart	Maine State Legislature
Laura Turner	Northern Light AR Gould Hospital
Amber Wire	Houlton Band of Maliseet Indians

OFFICERS

For the 2023-2024 Academic Year, the officers were:

Donna Lisnik, Chair
Thomas Powers, Vice Chair
Tom Richard, Secretary

MEETING SCHEDULE

The UMPI BOV met 8 times in 2023-2024 from September to May. Meetings were held on the last Tuesday of the month from 7:30-8:30AM, except for December. Meetings took place in-person in the MMG Center located in the UMPI Campus Center and were also available via Zoom or conference call to enable those at a distance to easily participate.

The annual meeting was held on May 28, 2024.

MEETINGS & AGENDA ITEMS

SEPTEMBER 26, 2023

10 members and 3 UMPI Representatives were in attendance.

Agenda items included:

- Welcome & Roll Call
- Review & Approval of May 2023 Minutes
- New BOV Members Welcomed
- Draft Handbook Review
- President's Report (Enrollment Update, Early College Headcount/YourPace/Census Date, Residence Halls, HHEC & Skyway Properties)
- Announcement (Halloween Party)

The September 26 BOV meeting covered several important topics. After welcoming new members and approving the previous meeting's minutes, the board reviewed a draft handbook and assigned members to various subcommittees. President Ray Rice provided a comprehensive enrollment update, highlighting unprecedented growth with a 40% increase from the previous year, largely driven by the YourPace program. The total enrollment reached 1,419 students, with projections for continued growth. Rice also discussed the Early College headcount, YourPace program, and census date considerations. He

reported on residence hall occupancy, noting 185 current students and projections for 200 next year. The meeting also touched on plans for the Houlton Higher Education Center (HHEC) and Skyway properties, with the university seeking partners for HHEC and considering options for Skyway. The meeting concluded with an announcement about an upcoming Halloween party at the President's house.

OCTOBER 24, 2023

13 members, 3 UMPI Representatives, and 2 UMPI guests were in attendance.

Agenda items included:

- Review and Approval of Minutes
- Review/Approval of BOV Handbook
- Review of Sub-Committee Assignments
- Enrollment Update (Guest - Sue White)
- Academic Partnerships Update
- Turf Field/Athletics Update (Guest – Dan Kane)

The October 24 BOV meeting covered several significant topics. After approving the September minutes and the BOV Handbook, the board reviewed subcommittee assignments. Sue White provided an enrollment update, highlighting the new Direct Admits initiative and reporting a total headcount of 1,641 students, with notable growth in the YourPace program. The meeting addressed the impending separation from Academic Partnerships, expected to conclude by November/December, which would result in UMPI retaining more revenue but necessitating additional staffing to maintain services. Dan Kane presented on athletics, emphasizing the benefits of a potential turf field installation, estimated to cost \$5-6 million. The presentation highlighted UMPI's successful athletic year and the advantages a turf field would bring, including reduced travel expenses and increased hosting opportunities. Additionally, plans for a removable turf field in Gentile Hall, funded by a \$200,000 donation, were discussed, with installation expected before year-end.

NOVEMBER 28, 2023

14 members, 4 UMPI Representatives and 1 guest from UMS were in attendance.

Agenda items included:

- Review and Approval of Minutes
- UMS & BOV Engagement (Guest - Kim Marie Jenkins)
- President's Report (Houlton Higher Education Center, BOT Meeting Update, AP Contract Termination)
- BOV Subcommittees
- BOV Priorities - Capital Projects & Master Plan
- Other (Gentile Hall Indoor Turf Field, Wieden Hall - Gauvin Family Auditorium)

The November 28 BOV Meeting covered several important topics. Kim-Marie Jenkins from UMS discussed BOV and UMS engagement opportunities, including orientation and advocacy strategies. President Ray Rice provided updates on the Houlton Higher Education Center (HHEC), detailing the formation of a committee to review proposals for its future. The meeting also covered the recent Board

of Trustees meeting and a subsequent meeting with the Chancellor, where athletics and turf field projects were discussed. An update on the Academic Partnerships (AP) contract termination was provided, with the university preparing to take over services previously provided by AP. The YourPace program's financial impact was highlighted, generating approximately \$6 million annually in tuition revenue. The meeting also addressed budget planning for FY25, including the integration of YourPace finances. BOV subcommittees were reviewed, and capital project priorities were discussed, including the turf field, Wieden Hall renovations, and potential pool expansion. The meeting concluded with updates on the Gentile Hall indoor turf field installation and potential funding for the Gauvin Family Auditorium for Cultural Arts.

JANUARY 23, 2024

12 members, 4 UMPI Representatives and 1 UMPI guest were in attendance.

Agenda items included:

- Review and Approval of Minutes
- President's Report (HHEC & Skyway Properties, AP Update, Enrollment Report)
- BOV Subcommittee Updates
- Early Budget Snapshot (Guest - Megan Desjardins)

The January 23 BOV Meeting covered several crucial topics. President Ray Rice provided updates on the HHEC and Skyway properties, with both slated for BOT approval and potential sale. He reported on the conclusion of Academic Partnerships services in December and the creation of approximately 10 new staff positions from the resulting savings. The enrollment report showed unprecedented numbers, with a 40% increase from the previous year, largely driven by the YourPace program. The early budget snapshot, presented by guest Megan Desjardins, revealed a projected surplus of about \$1.4 million for the current year and an estimated \$1.1 million for the next year, with plans to allocate these funds to reserves, capital projects, and operational needs. The Board Governance & Nominating Committee discussed the process for nominating new members and reviewed term expirations. The Capital Improvement Committee highlighted various ongoing and planned projects, including residence life improvements, the Kelley Commons project, and the potential turf field. The meeting also touched on the need for the Academic Programming & Career Readiness Committee to align programming with community and business needs.

FEBRUARY 27, 2024

12 members, 4 UMPI Representatives and 1 UMPI guest were in attendance.

Agenda items included:

- Review and Approval of Minutes
- President's Report (Budget Presentation, HHEC & Skyway Properties, Auditorium/Turf Field Update)
- BOV Subcommittees (Capital Improvement Subcommittee Report, Board Governance & Nominating Committee)
- Internship Overview & Needs (Guest - Stephanie Ferland)

The February 27 BOV Meeting covered several important topics. President Ray Rice reported on the recent budget presentation, projecting a surplus of over \$1 million, with strong enrollment numbers in the YourPace program. Updates were provided on the HHEC and Skyway properties, with multiple proposals received for both. The turf field project was discussed, with an agreement signed for design and cost estimates. The Capital Improvement Subcommittee reported on various campus projects, including camera installations, residence hall upgrades, and plans for a dental program. The Board Governance & Nominating Committee reviewed upcoming term expirations and the need to replace four members. The meeting also included a presentation from Stephanie Ferland, Internship Coordinator, who discussed efforts to connect students with community partners and align internships with workforce needs. Additionally, there was a call for nominations to fill vacancies on the University of Maine System Board of Trustees, emphasizing the need for Aroostook County representation.

MARCH 26, 2024

8 members and 4 UMPI Representatives were in attendance.

Agenda items included:

- Review and Approval of Minutes
- President's Report (Budget, BOT Meeting, Admissions, Skyway/HHEC, YourPace Updates)
- Academic Program Updates
- Subcommittees Update

The March 26 BOV Meeting covered several significant topics. President Ray Rice reported on the well-received budget presentation to the Board of Trustees, projecting a surplus of \$1.7 million for the next year. He highlighted strong enrollment numbers, particularly in the YourPace program, with Fall enrollments up 50% from the previous year. Updates were provided on the Skyway and Houlton Higher Education Center properties, with multiple bids received for both. The YourPace program's pricing structure was discussed, with plans to increase the subscription price to \$1700 and add more baseline support services. Academic program updates included the relocation of the PTA program, potential new faculty hires, and the development of new programs such as a dental program in partnership with UMA, a Bachelor of Science in Early Childhood Education, and several master's degree programs. The meeting also touched on the formation of an AI University Engagement Council. The Board Governance & Nominating Committee reported on the need to fill four BOV openings and requested nominations from members.

APRIL 23, 2024

13 members, 3 UMPI Representatives and 2 UMPI guests were in attendance.

Agenda items included:

- Review and Approval of Minutes
- President's Report/Announcements/Invites
- Enrollment Update
- Budget Update
- Sub-Committee Updates

The April 23 BOV Meeting covered several important topics. President Ray Rice reported on strong enrollment trends, with expectations to enroll over 1,000 students in YourPace Summer Session I and potentially break the 2,000-student total for both summer sessions. He discussed potential collaborations with the Department of Education to use the YourPace platform for Ed Tech coursework and a possible congressional earmark request for childcare providers' licensure pathways. The budget update highlighted ongoing capital construction projects, including the Dental Lab development and renovations to Wieden Auditorium, with discussions on funding sources and potential earmarks. The meeting addressed the sales processes for the Skyway and HHEC properties, with bids expected in the coming weeks. Financial projections were discussed, with a projected surplus of slightly under \$200,000 for the current year and \$1.7 million for the next year. The Board Governance & Nominating Committee presented several nominations for new board members to fill four vacancies. The meeting also touched on campus improvements, including security camera installations, dorm renovations, and potential development of a unified locking system for campus buildings.

MAY 28, 2024

15 members, 3 UMPI Representatives and 1 guest from UMPI were in attendance.

Agenda items included:

- Review and Approval of Minutes
- Turf Field Update (Guest - Dan Kane)
- Budget Information Side Notes
- Chair Update/Report (Commencement, BOV Meeting w/Chancellor)
- BOV New Member Nominations, Election of Officers, Proposed Meeting Schedule
- Skyway & HHEC Property Updates
- Tutor.com Update
- Chatbot Update

The May 28 BOV Meeting served as the annual meeting and covered several crucial topics. Guest, Dan Kane presented a detailed plan for a multi-purpose turf field, including potential for new women's sports and a phased approach to construction based on funding availability. Budget information revealed positive trends, with residential student enrollments up 25% for Fall 2024 and projections of \$1.8 to \$2 million surplus for 2024-2025. The BOV Chair provided updates on the successful commencement ceremony and a productive meeting with Chancellor Malloy regarding the turf field project. The Board approved nominations for three new BOV members (Abbey Clair, Adam Collins, and Justin Dubois), re-elected Donna Lisnik as Chair and Tom Powers as Vice-Chair, and approved the 2024-2025 meeting schedule. Guest, Betsy Sawhill-Espe reported on the sales of Skyway Residence Hall to the Mi'kmaq Tribe and the Houlton Higher Education Center to the Community Living Association, detailing the challenges and solutions for each transaction. The meeting concluded with announcements about new initiatives, including a contract with Tutor.com and plans to implement a Chatbot on the campus web presence.

Submitted by: Denise Trombley

Date: 9/16/24

BOARD OF VISITORS ANNUAL REPORT

Board of Visitors University of Southern Maine Annual Report July 1, 2023 - June 30, 2024

Overview

During 2023-24, the University of Southern Maine Board of Visitors welcomed 3 new members. Rebecca Swanson Conrad served as Chair, with Julia Trujillo serving as Vice-Chair. The members of the Board engaged in strategic conversations and learning about the University's budget structure and enrollment trends, a newly proposed differential tuition model, developments at the Lewiston-Auburn campus, and student government initiatives. New members were welcomed during an orientation meet-and-greet in September. The March meeting was planned in coordination with a special concert at The Franco Center (Lewiston) spotlighting the work of faculty and students at USM's Osher School of Music. The USM Board of Visitors were delighted to welcome UMS Board of Trustees Chair Trish Riley, UMS Chancellor Dannel Malloy, and members of USM Foundation Board of Directors to the March meeting.

Membership

During AY23-24, the Board had 16 members and 4 vacancies. The members included 9 women and 7 men. 11 members resided in Portland or its surrounding communities, and 5 resided in the Lewiston-Auburn area.

Member names and affiliations:

- | | |
|---|--|
| 1. Rebecca Swanson Conrad (Chair) | Principal, RSC Consulting |
| 2. Julia Trujillo Luengo '06 (Vice-Chair) | Director, Strategic Planning Management,
Maine Community College System |
| 3. Luc Nya '96 '99G '08G, (Past Chair) | Children's Behavioral Healthcare Coordinator,
Maine Department of Health and Human Services |
| 4. Kelly Barton | President, Maine Behavioral Healthcare |
| 5. Kate Beever | Founder/Owner, Maine Music & Health |
| 6. Marcel Gagne | Retired from Cooperative Development Institute |
| 7. Andrea Hall '17G | Guidance Counselor, Yarmouth High School |
| 8. Neil Kiely | CEO, Androscoggin Bank |
| 9. Anna Klein-Christie | Executive Director, Baxter Academy |
| 10. Jana Lapoint | Retired teacher; Owner, Lapoint Industries |
| 11. Chris Lavoie | Agent, Keller Williams/DOMAIN |
| 12. Adam Lee | Attorney, Trafton, Matzen, Belleau & Frenette;
Representative, Maine House of Representatives |
| 13. Muhidin Libah '15 | Executive Director, Somali Bantu Community of
Lewiston, Maine |
| 14. Fowsia Musse | Executive Director, Maine Community Integration |
| 15. Aimée Petrin | Executive Director, Portland Ovations |
| 16. M. Nasir Shir '02G | Director, Geospatial Services, Sewal |

BOARD OF VISITORS ANNUAL REPORT

Summary of member professional backgrounds:

Business	(7)	Business Development	(1)
		Financial	(1)
		Healthcare	(2)
		Real Estate	(1)
		Technology and Manufacturing	(2)
Education	(4)		(4)
Government/Law	(2)		(2)
Non-profit Management	(3)	Arts	(1)
		Social Services	(2)
Total	(16)		(16)

Officers

Rebecca Swanson Conrad, Chair
Julia Trujillo Luengo '06, Vice-Chair

Meeting Schedule

The BOV met 5 times during AY 2023-24: 09/07/23 (Portland); 09/28/23 (Portland); 12/07/23 (Portland); 03/01/23 (Lewiston-Auburn); 05/16/24 (Portland). An orientation meet-and-greet was held on Thursday, 09/07/24, 5:30 – 7:00. Regular meetings were held on Thursdays, 8:00 - 09:30 a.m., except for the meeting on 03/01/24, which took place 3:00 - 4:30 p.m. A Zoom option was provided for all meetings except the orientation meet-and-greet. The Annual Meeting was held on 05/16/24.

Meetings and Agenda Items

September 7, 2023 (Portland campus) – 5 members attended.

1. Welcome Remarks from Board of Visitors Chair Beckie Conrad
2. Board of Visitors Member Introductions
3. Welcome Remarks from President Jacqueline Edmondson
4. Distribution of Orientation Materials
5. Conversation and Refreshment

September 28, 2023 (Portland campus) – 13 members attended.

1. **Chair's Welcome** - Beckie Conrad
 - a. BOV and Staff Introductions
 - b. BOV Nominating
 - c. Location of Next Meeting (December 7, 2023)

October 11, 2024

2

BOARD OF VISITORS ANNUAL REPORT

2. **President's Welcome and Report** - Dr. Jacqueline Edmondson
3. **USM Enrollment Update** - Dr. Meaghan Arena, Vice President for Enrollment Management, Marketing, and Student Retention (followed by Q&A)

December 7, 2023 (Portland campus) – 10 members attended.

1. **Chair's Welcome** - Beckie Conrad
 - a. Next meeting: Change of date/time
 - b. Nominating discussion
2. **President's Welcome** - Dr. Jacqueline Edmondson
3. **Student Government Update** - Riley Worth, President, Student Government Association
4. **Budget Update + Q&A** - Amy Blaisdell, Financial Manager, Finance and Administration

March 1, 2024 (Lewiston-Auburn campus) – 7 members attended.

1. **President's Welcome** – Dr. Jacqueline Edmondson
2. **Chair's Welcome** – Beckie Conrad
 - a. FY25 Nominating Discussion
3. **Presentation on LAC Developments** – Dr. Netty Provost
4. **Conversation** – UMS Board of Trustees Chair Trish Riley and Chancellor Dannel Malloy
5. **Tour of LAC** – Dr. Netty Provost

May 16, 2024 (Portland campus) – 11 members attended

1. **President's Welcome** - Dr. Jacqueline Edmondson
2. **Chair's Welcome** - Beckie Conrad
 - a. AY24-25 Meeting Schedule
 - b. Nominating Vote – Nominee slate, presented as a consent item.
3. **Overview of Differential Tuition + Q&A** – Justin Swift, Chief Business Officer and Vice President for Finance and Administration, and Dr. Meaghan Arena, Vice President for Enrollment Management, Marketing, and Student Retention.

Submitted by: Dr. Ted Chelis, Director of Administration and Planning, Office of the President

Date: October 11, 2024

DRAFT Committee Oversight Plan – 10/7/23**Body of the Plan: Commitments, Actions, and Goals****Commitment 1**

The University of Maine System will serve the state of Maine, its constituents, and its economy through world-class research, teaching, and service to build new knowledge, create new technologies, and prepare students to find solutions to challenges in Maine and beyond.

Student Success Actions

ASA

Action 1: UMS and its universities and law school will be transparent in key student success indicators.

- Goal 1.1: Our universities and law school will survey all first-year students in their second semester and all graduating students in their final semester to gain information leading to the continuous improvement of academic programs and student outcomes.
- Goal 1.2: UMS will publish clear, easily understandable student success data on System and university websites, and share it with prospective students and their families.
- Goal 1.3: UMS will employ a comprehensive data warehouse (i.e. repository) to collate relevant student success metrics for reporting and analysis.

ASA

Action 2: Our universities will increase rates of persistence (i.e. retention) and degree completion by their undergraduate students.

- Goal 2.1: By October 1, 2023, each university will identify goals to increase persistence and completion rates for undergraduates through 2027-28.
- Goal 2.2: In 2024-28, UMS will monitor implementation and achievement of outcomes for each university annually and adapt strategies and investments where needed to meet those goals.

ASA

Action 3: UMS will be the state-wide leader in adult degree completion, credentialing, industry certifications, and licensure preparation. By May 2024, UMS will create a plan and establish targets in each of these areas to be achieved by 2028.

- Goal 3.1: UMS will deliver degree completion, credentialing, and certification programs that achieve national recognition for their innovative delivery methods and accelerated rates of success and completion.
- Goal 3.2: UMS will continue to expand its competency-based education portfolio and be a national leader in providing opportunities that measure skills and learning with an emphasis on degree completion in high-demand occupational programming.
- Goal 3.3: UMS will measure progress in each of these areas annually through 2027-28.

ASA



Action 4: Through our array of programs and services, UMS will bring education to all learners regardless of where they are physically or in their educational journey by supporting them across the calendar year and across their lifetimes through plans to be developed by June 2024.

Goal 4.1: Led by faculty, provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will create a system-wide collaboration to create and support high-quality online education, including formulation of best practices in year-round advising and support services, to meet the needs of all online students across the System.

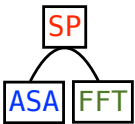
- Goal 4.2: Consistent with Goal 4.1, UMS will support coordination of the timing, instructional formats, and substance of online offerings across our System in each academic term to maximize opportunities for our students and enrollment at each of our universities.
- Goal 4.3: Consistent with Goals 4.1 and 4.2, led by faculty, in accordance with university faculty governance policies, and with the support of provosts, the Vice Chancellor for Academic and Student Affairs, and other academic leaders, UMS will provide a full general education program available through in-person and distance modalities (i.e. types of instruction) to assure an inclusive and comprehensive transfer experience for learners of all ages, and to ensure that students know which courses across UMS apply and will be transferable to their general education requirements.



Action 5: UMS will strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024.

- Goal 5.1: UMS academic leaders will establish pathways with our MCCS and Early College partners, beginning with identifying UMS programs most sought after by MCCS and Early College students.
- Goal 5.2: UMS will review transfer agreements and work with MCCS to improve transfer processes and outcomes. This goal will be measured by incremental improvement in transfer outcomes.
- Goal 5.3: UMS academic leaders will introduce Early College students and newly enrolled full-time UMS students to faculty and administrators in our graduate and professional programs, including business, education, law, public policy, STEM fields, arts and humanities, health fields, and other areas to promote 3+3, 4+2, 4+1, and related pathways into UMS graduate and professional programs before or during the first semester of their UMS careers. Expanded pathways to achieve this goal will increase on an annual basis.

Research Actions



Action 1: UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities pursuant to a plan to be developed in 2023-24.



- Goal 1.1: Enhance research capacity and extramural funding competitiveness through access to research infrastructure by investing in research administration, compliance, and development staffing, shared facilities and equipment, and seed funding. UMS will measure the implementation of this goal annually by growth in capacity and funding compared to the investments required to expand these opportunities.
- Goal 1.2: Grow external funding from government, industry, and philanthropic sponsors.
- Goal 1.3: Increase the number of doctoral students, with research placements occurring state-wide to extend faculty capacity to conduct world-class research, mentor student researchers, and engage with community, government, and business partners.
- Goal 1.4: Annually document the expansion of student access at every university to ensure that all UMS students can engage in research, innovation, and knowledge creation throughout their college careers.
- Goal 1.5: Increase System commercialization outputs, including invention disclosures, revenue, corporate and industry partnerships, intellectual property-based spinoffs, and student entrepreneurship activities, and measure and report these results annually.
- Goal 1.6: Each university and the law school will set measurable goals by October 1, 2023 for research and economic and workforce development outcomes through 2027-28.



Action 2: Develop and incentivize cross-university collaboration in research and scholarship to attract new learners engaging in faculty-mentored learning.

- Goal 2.1: Invest in research initiatives at the intersection of information technology and the arts and humanities, a rich terrain for innovation. Areas for investment will include bioengineering and biomedical sciences, artificial intelligence, digital humanities, health sciences, and ocean science. Such initiatives will be identified and will progress in implementation annually.
- Goal 2.2: Support non-grant funded research through stipends, course releases, and other resources, and brand UMS as spurring innovation in the arts and humanities while also stressing excellence in other fields with sponsored research as the norm.



Action 3: Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.

- Goal 3.1: Secure increased MEIF apportionment in accordance with UMS Research and Development Plan goals to grow the research portfolio and strengthen the research hub in Portland and across the state while expanding the research capacity of all UMS universities.
- Goal 3.2: Annually evaluate and promote MEIF outcomes to demonstrate the return on investment for Maine and position UMS for potential additional MEIF support.



Action 4: Serve as an engine for innovation for Maine businesses, non-profits, state and local governments,

communities, and the K-12 schools through plans to be developed by June 2024.

- Goal 4.1: Working with University of Maine Cooperative Extension, the Wabanaki Center, the Foster Center for Innovation, the Maine Business School, and other centers and organizations, create a system-wide, state-wide means of supporting and partnering with businesses, non-profits, state and local governments, and communities.
- Goal 4.2: Working with our universities' education faculty and academic leaders, create a system-wide vehicle for supporting and partnering with the K-12 schools to advance specific educational initiatives.

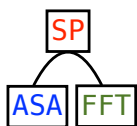


ASA

Action 5: UMS and its universities will promote and celebrate scholarship and creative activity among our faculty.

- Goal 5.1: Working with research centers, faculty collaboratives, and individual faculty in the arts, humanities, social and behavioral sciences, and elsewhere, UMS will promote and celebrate intellectual and cultural scholarship and creative activity through workshops and internal and external marketing.
- Goal 5.2: Modeled on the existing University of Maine at Augusta Faculty Institute and similar events, UMS will support an annual state-wide gathering and celebration of scholarship and creative activity and workforce and economic development in partnership with state, federal, and private sponsors.
- Goal 5.3: UMS will convene and support a task force of faculty, provosts, the Vice Chancellor for Academic and Student Affairs, students, and others to explore revitalization of the arts and humanities and recommend steps for strengthening academic, research, and cultural programs and programming in those vital areas.

Teaching Actions



Action 1: The University of Maine System will expect and foster collaboration, innovation, and academic quality at each university and the law school to become a regional and national leader in developing programs that meet students' needs and ensure access through traditional and new instructional formats.

- Goal 1.1: Each university will document its plan to accelerate our commitment to student-focused programming and outcomes-based assessments for all learners by June 2024. This plan and its university-specific commitments will identify students' communities of interest and provide them with resources tailored to meet their needs.
- Goal 1.2: With assistance from System staff, the universities will design financial, business, and learning platform models that support changes in programmatic focus beginning in spring 2024 and expanding incrementally through 2028.

ASA

Action 2: UMS will continue to expand access to course offerings at each of its universities to students at all of its universities.

- Goal 2.1: UMS will centrally promote May term and summer course offerings by all of our universities and law school to all students in advance of each term's registration period.
- Goal 2.2: UMS will centrally promote first-year Research Learning Experiences and academic programs to Early College students.
- Goal 2.3: UMS will centrally support multi-university program development and delivery and measure the progress in such programs and their effectiveness.

ASA

Action 3: UMS will centrally promote the UMS TRANSFORMS Gateways to Success initiative.

- Goal 3.1: Identify critical gateway courses at each of our universities and devise advising support, curricular pathways, and related resources to help students succeed and progress in their degree programs.
- Goal 3.2: Make well-developed and engaging gateway courses delivered at one of our universities available to students at all of our universities.
- Goal 3.3: Develop a learning analytics framework to identify and inform student success practices in gateway courses.

SP

Action 4: UMS will centrally promote the UMS TRANSFORMS Pathways to Careers initiative.

- Goal 4.1: Provide a career-relevant experience for every student in every UMS degree program by 2028.
- Goal 4.2: Coordinate system-wide to make an internship available to every UMS student.
- Goal 4.3: Evaluate this initiative annually and use employer, student, and faculty feedback to improve it. Market this initiative and others like it to potential students as one of the many attractions of attending one of our universities.

ASA

Action 5: UMS will centrally support academic High Impact Practices (HIPs)— structured learning opportunities that include internships, service-based projects, and related activities— beginning in spring 2024 and expanding incrementally through 2028.

- Goal 5.1: Provide workshops and practical strategies at every university and the Law School to foster the development and deployment of HIPs.
- Goal 5.2: Evaluate HIPs at the university and/or program level and use student and faculty feedback to improve them.

Service Actions

HR/LR

Action 1: UMS will identify ways to support faculty, staff, and administrators seeking to serve Mainers and Maine communities through outreach projects and related activities.

- Goal 1.1: Support initiatives by university community members that directly serve Mainers and their communities.
- Goal 1.2: Promote the expansion of those initiatives where feasible through the involvement of additional university community members.

ASA



Action 2: UMS will support the growth of service learning opportunities to students and faculty across the System and make these opportunities educational and enjoyable.

- Goal 2.1: Build on existing models of service learning to expand options currently available to students and faculty.
- Goal 2.2: Increase badges and micro-credentials tied to service learning experiences through a plan to be developed in spring 2024.

Commitment 2

Financial Sustainability Actions

The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our law school supported through innovative programming and strategic collaborations.

FFT

Action 1: In order to position our System for the future, each university and the law school will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.

- Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.
- Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.

ASA

Action 2: Each university will build on spring 2023 direct admissions initiatives by developing and implementing a comprehensive direct admissions plan for the fall 2024 recruitment cycle. (Note: Direct admissions is a enrollment strategy whereby colleges and universities identify academically qualified students who have not applied to their institutions and offer them admission.)

- Goal 2.1: Delineate recruitment targets, admissions events, financial aid strategy, and marketing efforts to grow enrollment through direct admissions.
- Goal 2.2: Evaluate the impact of direct admissions on enrollment in summer 2024 and revise enrollment strategies and the use of resources accordingly for the fall 2025 recruitment cycle and beyond.

FFT

ASA

Action 3: UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System.

ASA

Goal 3.1: Identify efficiencies in academic delivery, including reducing the number of low-enrolled courses and increasing the use of cooperating departments where appropriate.

FFT

Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.

FFT

Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).

Effective Academic Portfolio Actions

SP

Action 1: Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.

Goal 1.1: Focus on workforce readiness to help students gain clarity and insight into how academic pursuits can enhance employability and professional advancement.

ASA

Action 2: Design a literacies curriculum that teaches a range of informational, digital, and computational literacies and skills enabling students to pursue advanced studies or professional employment in Maine and beyond.

Goal 2.1: Adhering to faculty governance and program development and approval processes, establish a two-year plan to develop this curriculum led by faculty with support from instructional designers, provosts and other academic administrators, and university assessment staff.

Goal 2.2: Centrally support the system-wide rollout of the curriculum.

Goal 2.3: Evaluate the curriculum to improve content, instructional formats, and resources.

ASA

Action 3: In partnership with the Faculty Governance Council, the individual faculty senates and assemblies, and the System-wide Assessment Committee, develop a process for the effective assessment of program learning outcomes in multi-university programs by the end of fall 2023.

Goal 3.1: Implement regular outcomes assessment of multi-university programs in spring 2024.

ASA

Action 4: Use the Annual Academic Program Report (AAPR), a provost-led review conducted each spring and summer using university academic data, to evaluate the effect of new academic programs on existing programs in the same field to ensure the continuing viability of all programs in that field beginning in summer 2023.

Goal 4.1: Determine whether the launch of new programs has positively or adversely affected a) enrollment in existing programs in the same field, and b) ease of transfer for incoming students, including those from the Maine Community College System.

Goal 4.2: Adjust marketing, course formats and scheduling, and related elements of program delivery to grow enrollment for all programs in the same field.

Effective Infrastructure Portfolio Actions

FFT

Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.

Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).

Goal 1.2: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024.

FFT

Action 2: Achieve fiscal and energy efficiencies through physical space reduction.

Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.

Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.



Commitment 3

The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.

Destination for Public Higher Education Actions

SP

Action 1: By May 2024, develop a data-driven plan to attract more in-state and out-of-state students to our universities and law school, and implement that plan in 2024-28.

Action 2: Increase undergraduate degree completion through high-quality and career-spanning academic options and ensure the professional success of our graduates.

Goal 2.1: Assess the relationship between academic quality, career preparedness opportunities within the degree program (or the overall student experience), and degree completion.

Goal 2.2: Invest in academic quality tied to career preparedness opportunities and track outcomes among graduates.

SP

Action 3: Coordinate enrollment management marketing and develop a system-wide marketing plan by spring 2024.

Goal 3.1: Align enrollment-related marketing initiatives across the System.

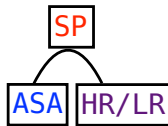
Goal 3.2: Evaluate marketing outcomes annually in relation to enrollment targets and revise strategies and investments accordingly.

SP

Action 4: UMS will encourage and support research and analysis of climate change and environmental sustainability as hallmarks of the state of Maine and of educational experiences and opportunities in the University of Maine System.

Goal 4.1: A UMS marketing plan will identify new avenues for marketing our System as a center of research and academic excellence in climate change and environmental sustainability in American public higher education.

Goal 4.2: Identify research-based goals for environmental sustainability incrementally beginning in spring 2024 and implement those goals through 2028.



FFT

SP



Place To Work Actions

Action 1: Increase our capacity to address student and employee mental health as a prerequisite for student persistence, completion, and well-being, and employee effectiveness and well-being through plans to be developed by spring 2024.

Goal 1.1: Invest in additional resources to support student mental health.

Goal 1.2: Invest in additional resources to support employee mental health.

Text

Action 2: Promote a culture of intellectual curiosity and open-ended inquiry to model for our students and society the essential skills of engaged dialogue and problem-solving.

Goal 2.1: Sponsor system-wide colloquia on contemporary problems and topics and invite faculty, staff, and student participation.

Goal 2.2: Engage in regional and national conversations about dialogue and problem-solving with or through peer institutions and/or academic organizations.

Commitment 4

The University of Maine System will create a safe and welcoming community and foster a sense of belonging for our students, faculty, and staff through formal and applied commitments to justice, equity, diversity, and inclusion, including opportunities for learning presented through multiple instructional formats, such as experiential and online learning.

SP



Justice, Equity, Diversity, and Inclusion Actions

Action 1: UMS will use its DEI Steering Committee, the Wabanaki Center, and university-level DEI councils and committees to ensure a system-wide commitment to justice, equity, diversity, and inclusion in all programmatic and functional areas at all of our institutions, identifying and embracing initiatives and strategies that are reflective of the state we serve.

Goal 1.1: Welcome and support a range of DEI perspectives, including constructive disagreement, and honor a diversity of viewpoints.
Goal 1.2: Centrally support the implementation of specific university-level DEI goals in consultation with faculty and staff leaders, and offer research and programming resources to support collaboration on topics that enrich the cultural and historical understanding of interactions among diverse social communities that continue to shape civic life.

HR/LR

Action 2: UMS will identify and address systemic barriers to student, faculty, and staff recruitment and retention, particularly for underrepresented and underserved populations.

Goal 2.1: UMS will regularly review and update recruitment and hiring policies and processes to ensure the removal of systemic barriers.

Goal 2.2: UMS will regularly evaluate the outcomes of recruitment and hiring efforts on student, faculty, and staff retention to improve the efficacy of those efforts.

HR/LR ASA

Action 3: UMS and its universities will cultivate a safe and welcoming community and a genuine sense of belonging in our university and law school communities and throughout the System for all students, faculty, and staff.

Goal 3.1: Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and is responsive to all students— traditional and adult, commuter and residential— regardless of instructional format.

Goal 3.2: Support community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation.

Opportunities for Learning Actions

ASA

Action 1: UMS will pursue best practices in classroom, experiential, and online learning, with an emphasis on outputs versus inputs.

Goal 1.1: Share existing and emerging best practices with faculty system-wide through instructional designers, campus centers for teaching and learning, and related resources.

Goal 1.2: Evaluate the effects of outputs-oriented (i.e. what students learn) teaching on course- and program-level learning outcomes, using assessment to improve those outputs over time. In other words, emphasize both what is learned and what is taught to ensure the best possible outcomes for our students.

Goal 1.3: Support undergraduate experiential learning opportunities available through Honors colleges and programs system-wide.

ASA

Action 2: UMS will double the number of its fully online academic programs by 2028.

Commitment 5

The University of Maine System will expect and measure how our universities and law school collaborate and flourish through the advantages afforded by unified accreditation.

Unified Accreditation Actions

SP

Action 1: Through the Unified Catalog and Repaving MaineStreet initiatives, UMS will eliminate structural barriers to transfer and course registration and refine a course-search mechanism to make locating any class offered by any of

our universities simple and fast by June 2024.

Goal 1.1: The plan will include feedback from and participation by key functional areas, including the university registrars, transfer officers, financial aid directors, academic advisors, and (where appropriate) their counterparts in the Maine Community College System.

ASA

Action 2: UMS will support the development of new multi-university academic programs.

Goal 2.1: Invest human and technological resources in new multi-university programs developed in areas of known workforce need and/or known enrollment growth.

Goal 2.2: Centrally market new and existing multi-university programs to out-of-state and adult-learner populations.

Goal 2.3: Partner with Maine employers to deliver multi-university programs to specific workforce populations for skill improvement and career advancement.

Full
Board
with
cmte
help

Action 3: UMS will address areas for improvement identified in the fall 2022 NECHE evaluation team report and the March 21, 2023 NECHE letter concluding the comprehensive evaluation process.

Goal 3.1: UMS will report on the ongoing implementation of the Faculty Governance Council, including any changes that body elects to make to its charter.

Goal 3.2: UMS will track our progress in achieving our goals for system-wide integration and centralization of processes.

Goal 3.3: UMS will track progress in achieving goals for justice, diversity, equity, and inclusion.

Goal 3.4: UMS will address our facilities planning goals.

Goal 3.5: The Board of Trustees, Chancellor, and presidents will ensure regular review of System, university, and law school missions and their internal alignment.

Goal 3.6: UMS will improve mechanisms for faculty, staff, and student input to be considered at the System level, including working with faculty to review shared governance.

Goal 3.7: Universities identified as needing to update time frames for academic program reviews will complete those updates and implement their new or revised time frames by the end of spring 2024.

Goal 3.8: UMS will work with its library directors to resolve a key issue identified in the system-wide 2021 libraries strategic plan: the need for funding adequate to ensure equitable access to online and physical library resources across the System. A solution will be identified by early fall 2023 and implemented incrementally through 2028.

Goal 3.9: Working with campus-level faculty governance bodies, the chief academic officers, the UMS Faculty Governance Council, and institutional research staff, UMS will determine by June 2024 how assessment data from the individual universities will be collected and represented in system-wide accreditation reporting and related reporting.

Implementation Plan

Our implementation plan is grounded in measurable assessments of what we have done to achieve our Goals. Its success will require a coordinated set of structures and processes and clear information about who is responsible for what, and when, and how, and with what effect(s). The implementation plan has the following aims:

1. Enact a comprehensive strategy-management framework with accountability and measurement features.
2. Establish goals in the form of key performance indicators (KPIs) and target measures.
3. Employ an effective communication model throughout the organization.
4. Develop user-friendly mechanisms to report progress on specific goals.
5. Clarify and deploy the human and fiscal resources required for implementation.
6. Launch an ongoing cycle of assessment, reporting, and modification.

Alignment, Communication, and Measures

To create clear connections between the University of Maine System's mission and vision and individual members of our workforce at all levels, each university and the law school will begin by identifying how their own strategic plans share priorities with the UMS strategic plan, including university-level commitments that align with the UMS plan's Commitments. Each university and the law school will identify and articulate that alignment within eighteen months of the Board of Trustees' formal adoption of the new UMS strategic plan, although the work required to achieve that alignment will begin much earlier than that point.


The UMS strategic plan will be communicated and evaluated through a holistic framework called the Balanced

Scorecard. It will allow faculty, staff, and administrators at all levels anywhere in our System to see the impact of their work in advancing the UMS mission. The Scorecard translates our plan's Commitments through four perspectives to ensure sustained growth is achieved. The Learner, Financial, Internal Process, and Innovation and Growth perspectives represent the needs of internal and external constituents. The Scorecard monitors each of these areas so one function is not overburdened in promoting progress in another.

The Chancellor and presidents will translate Commitments to, and apply actionable goals for, our universities and law school and report on progress to the Board through its Strategic Planning Committee and related bodies.

The following example demonstrates the framework using one sample action and associated goals. The final form of the Scorecard will be determined in early fall 2023, and our abiding commitment is to ensure that progress toward goals is clear and measurable. The reporting content and timeline will vary by audience depending on relevance and need.

BALANCED SCORECARD						
ACTIONS	GOALS	TARGETS			INITIATIVES	
		YEAR 1	YEAR 2	YEAR 3	PROGRAMS	BUDGETS
1.2 Increase statewide access to courses	1.2.1 Promote course offerings in high-demand fields	x %	x %	x %	UMS Internal marketing project	TBD
	1.2.2 Increase the number of courses available via flexible term options	x %	x %	x %	UMS Course Access Initiative	TBD
	1.2.3 Increase the number of courses available through different modalities	x %	x %	x %	UMS Course Access Initiative	TBD


QUARTERLY REPORT | CHANCELLOR, PRESIDENTS, AND BOT STRATEGIC PLANNING COMMITTEE

Each Action will have an identified Goal in the form of a Key Performance Indicator (KPI) and target. These Goals will not replace existing UMS KPIs, but will draw from them to assess the plan and its fulfillment of our Commitments.

Resources, Assessment, and Celebration

By October 1, 2023, System staff— working with the presidents and in consultation with faculty, staff, and administrators— will recommend to the Board of Trustees a communication/tracking system for assessing progress on the plan.

The System and each university will develop budgets, funding plans, and programs that reflect their respective performance obligations under the strategic plan. The Board will integrate outcomes of Goals (i.e. performance metrics) in its review of proposed budgets, academic programs, and the development of state, federal, and foundation funding plans and programs.

The Chancellor, vice chancellors, and presidents will have access to live indicators and will provide updates appropriate to the trustees, Boards of Visitors, the legislature, and the public. Presidents and vice chancellors will participate in a coordinated quarterly assessment session and share its outcomes with the Chancellor.

Each year, the Board will receive a formal report prepared by System staff in close coordination with the Chancellor and presidents. The report may include requests for adjustments depending on external forces and internal needs. The Board's Strategic Planning Committee may recommend specific reports to/for the applicable Board committees with system-wide reporting through the Strategic Planning Committee. The Board will incorporate specific performance and action items in its ongoing review of System and university/law school performance.

A coordinated and enterprise-wide effort will be required to achieve these outcomes. Beginning with System and university leadership, the development of champions to coordinate and convey messaging will be critical. The Scorecard relies on a system of accountability and as such will need to secure support at all levels. This work, as part of the strategic planning implementation reporting cycle, will be managed by the Vice Chancellor for Strategic Initiatives and the Vice Chancellor for Academic and Student Affairs.

Lastly: public recognition or celebration of Goals achieved will be a priority. Implementing the plan will entail considerable time and effort by faculty, staff, and System and university leaders. We will periodically acknowledge the fruits of that work.

In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine System does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender, gender identity or expression, ethnicity, national origin, citizenship status, familial status, ancestry, age, disability physical or mental, genetic information, or veterans or military status in employment, education, and all other programs and activities. The University provides reasonable accommodations to qualified individuals with disabilities upon request. The following person has been designated to handle inquiries regarding non-discrimination policies: Director of Equal Opportunity, 101 Boudreau Hall, University of Maine, Orono, ME 04469-5754, 207.581.1226, TTY 711 (Maine Relay System).

Academic and Student Affairs Committee of the Board – 2024-2025 Work Plan

<i>Meeting date</i>	<i>Agenda items</i>	<i>Materials due</i>
<i>June 24 ASA</i>	[Strategic plan updates] Program proposals AAPR: UMPI	6/14/24
<i>July 14-15 BOT</i>	Program proposals (consent agenda) VCASA update	6/28/24
<i>August 26 ASA</i>	<u>Strategic plan updates:</u> <ul style="list-style-type: none"> Commitment 5, Action 3, Goal 3.7 completed Commitment 2, Action 4 completed Program proposals Review/discussion of ASA work plan Faculty representatives discussion topic Student representatives discussion topic AAPR: UM, UMM Multi-university programs report State of Transfer report	8/15/24
<i>Sept 15-16 BOT</i>	Program proposals (consent agenda) Tenure at the time of hire (consent agenda) ASA work plan (informational item)	8/30/24
<i>October 28 ASA</i>	Strategic plan updates: TBD Program proposals Awarding of academic degrees Enrollment update Faculty representatives discussion topic Student representatives discussion topic AAPR: UMF, UMFK	10/17/24
<i>Nov 17-18 BOT</i>	Awarding of academic degrees Program proposals (consent agenda) VCASA update: Demographics, enrollment, and trends	11/1/24

Academic and Student Affairs Committee of the Board – 2024-2025 Work Plan

December 16 ASA	Strategic plan updates: TBD Program proposals Pathways to Learning report Student representatives discussion topic Faculty representatives discussion topic AAPR: UMA	12/5/24
Jan 12-13 BOT	Program proposals (consent agenda) Part-time faculty use and compensation report (informational item) Degree progress report (informational item)	12/27/24
February 10 ASA	Strategic plan updates: TBD Program Proposals Student mental health report Student representatives discussion topic Faculty representatives discussion topic AY 29-30 and 30-31 academic calendars <i>tentative</i>	1/30/2025
February 24 ASA <i>SPECIAL MEETING</i>	Review and recommendations: tenure nominations	
March 9-10 BOT	Tenure recommendations Program proposals (consent agenda) Student financial aid report (Informational item)	2/25/25
April 28 ASA	Strategic plan updates: TBD Program proposals Student representatives discussion topic Faculty representatives discussion topic Enrollment update AAPR: USM, LAW	4/17/25
May 18-19 BOT	Program proposals (consent agenda)	5/1/25

Academic and Student Affairs Committee of the Board – 2024-2025 Work Plan

<i>June 23 ASA</i>	Strategic plan updates: TBD Program proposals Student representatives discussion topic Faculty Representatives discussion topic AAPR: UMPI	6/12/25
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This work plan may be updated to reflect topics added by the Vice Chancellor for Academic and Student Affairs in consultation with Chair MacMahon and the chief academic officers. Items in **red** are action items. Individual strategic plan updates will be added throughout the academic year and presented to the Committee as initiatives underway/in progress are completed.

University of Maine System
Board of Trustees

**Audit Committee
Work Plan FY2025**

Late October Meeting Agenda:

1. UM Department of Athletics Agreed-Upon Procedures Report
2. Presentation of the Annual Financial Report (audited financial statements)
3. External auditor report including required communications letter, executive summary of financial statement audit results, and discussion of emerging accounting issues

May Meeting Agenda:

1. Review Single Audit Report
2. External auditor summary of federal compliance Single Audit results
3. External auditor discussion of required communications, audit planning for the next fiscal year, and emerging accounting issues
4. UM Department of Athletics Agreed-Upon Procedures Report
5. Enterprise Risk Management update

Other meetings and agenda items scheduled as needed.

University of Maine System
Board of Trustees

**Finance, Facilities & Technology Committee
Work Plan FY2025**

Standing Agenda

1. Finance, Facilities or Technology items requiring Committee and/or Board approval
2. Updates from staff on finance, facilities and technology informational items
 - Including regular update on enrollment
3. Capital Projects Status Report for all projects requiring Committee and/or Board approval
4. Major Technology Projects Status Report for all projects requiring Committee and/or Board approval
5. Strategic Plan Update
 - Each meeting will include an update for 50% of “active” initiatives assigned to the Committee.

Ad Hoc Agenda

- Review of 5-year Capital Plan (July meeting)
- Request for Appropriation (Sept. meeting)
- **Joint Meeting of the Audit Committee and the Finance/Facilities/Technology Committee** (late October/early November meeting)
 - External Auditor Report including Required Communications Letter and Summary of Audit Results
 - Presentation of the Annual Financial Report (Audited Financial Statements)
 - Update on Internal Audit
- Annual State of IT Report (February meeting)
- Sightlines Annual Report on the status of the facilities portfolio (January meeting)
- First reading of the Annual Operating, Capital Budget and Tuition Charges (March meeting)
- Second reading of the Annual Operating, Capital Budget and Tuition Charges (April meeting)
- Approval of Annual Operating Budget, Capital Budget and Tuition Charges (May meeting)
- Multi-Year Financial & Structural Gap Analysis (May meeting)

Informational Reports to the Board

Every Board Meeting

Each meeting will include a deep dive into one topic. (examples: MYFA, Allocation Model, etc.)

November Meeting

Annual Report on Acquisition & Disposition of Real Property
Current Fiscal YTD Forecast to Budget

January Meeting

Annual Report on Gifts, Fund Raising and Endowments (w/ Foundations)
Maine Economic Improvement Fund Report
State of IT Report
Sightlines Report

March Meeting

Student Charges Report
Current Fiscal YTD Forecast to Budget

May Meeting

Multi-Year Financial Analysis
5-year Capital Plan
Current Fiscal YTD Forecast to Budget

Committee Meeting Schedule

The Committee meets seven times during the year in advance of the Board of Trustees meetings.

In March, the Committee schedules a full day meeting to review, in depth, the Annual Operating Budget and Tuition Charges for the upcoming fiscal year. The Committee will meet again in April to review operating budget a second time.

Additional meetings may be scheduled as required.

Strategic Plan - Tracking FFT initiatives						
	Commitment	Action / Goal		Responsible	FFT Update - October 30, 2024	FFT Update - December 18, 2024
	Commitment 2: The University of Maine System will advance a financially sustainable and effective academic and infrastructure portfolio at every university and our law school supported through innovative programming and strategic collaborations.					
		FS 1	Financial Sustainability Action 1: In order to position our System for the future, each university and the law school will propose a balanced budget for each fiscal year and will conclude that year in balance without reliance on central support.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note each University and the Law School will submit a balanced budget.	
		FS 1.1	Financial Sustainability Goal 1.1: Budgets will be tied to realistically achievable enrollment targets derived from historical enrollment trends and a data-driven assessment of demographic conditions.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note enrollment calculations will be provided by System IR and any adjustments need to be explained and approved as part of the budget process.	
		FS 1.2	Financial Sustainability Goal 1.2: Mid-year budget revisions will be tied to achievable cost reductions, and will not include mid-cycle upward revisions of enrollment estimates unless clearly justified by available enrollment data.	RL	The FY26 Budget is in the early stages of development. Final budget instructions will go out to campuses in the next few days. Campuses are already working on those plans, although we still need to provide critical information related to appropriations, bargaining impacts and other areas related to Shared Services. Budget instructions will note mid-year budget adjustments needed to bring budgets back into balance submitted next month will be based on expenditure reductions. Any adjustments that include additional revenue, including positive enrolment increases, must be approved by Trustees.	
		FS 3	Financial Sustainability Action 3: UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System. (w/ ASA)	RL		

Board of Trustees Meeting - Reports

		FS 3.2	Financial Sustainability Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.	GC		
		FS 3.3	Financial Sustainability Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).	GC	The University of Maine System (UMS) continues to see substantial benefits from its participation in the Net Energy Billing (NEB) program and strategic management of Renewable Energy Certificates (RECs). In Q2 2024, UMS saved \$885,834 and generated 9,077,911 kWh of renewable energy through partnerships across Maine. With the newly approved systemwide Carbon Commitment, UMS has consolidated campus efforts into a unified approach to carbon neutrality, enhancing collaboration and REC management. Since joining the NEB program, UMS has achieved \$7.6 million in total savings and produced 70.51 million kWh of renewable energy, reinforcing its leadership in sustainability and aiming for net-zero emissions by 2040.	
		EIP 1	Effective Infrastructure Portfolio Action 1: Develop a system-wide capital plan and priorities for capital investment by May 2024.	GC	The FY26 5-Year Capital Plan will be presented at the December Finance, Facilities, and Technology (FFT) Committee meeting. To guide our capital investment decisions, we have established criteria to ensure projects are strategically selected based on their impact on net asset value, density, utilization, and property risks.	
		EIP 1.1	Effective Infrastructure Portfolio Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).	GC		
		EIP 1.2	Effective Infrastructure Portfolio Goal 1.2: Assess the utility and return on investment of our instructional sites and centers across the state by June 2024.	RL	Earlier this year, with the assistance of several System offices and countless hours of support from the individual institutions – largely UM and UMA – UMS completed its first comprehensive study of all of its off-site locations and centers. The report was presented to the Finance, Facilities, and Technology Committee on June 26th. Additional sessions to present further details and present an opportunity for deeper discussions will take place at the Committee's October 25 (UM) and December 18 (UMA) discussions.	

Board of Trustees Meeting - Reports

		EIP 2	Effective Infrastructure Portfolio Action 2: Achieve fiscal and energy efficiencies through physical space reduction.	GC	See FFT handout	
		EIP 2.1	Effective Infrastructure Portfolio Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.	GC	See FFT handout	
		EIP 2.2	Effective Infrastructure Portfolio Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.	GC		
	Commitment 3: The University of Maine System will be a destination for public higher education and a respected, engaging, and rewarding place to work.					
		PTW 1.1	Place To Work Goal 1.1: Invest in additional resources to support student mental health.	RL		
		PTW 1.2	Place To Work Goal 1.2: Invest in additional resources to support employee mental health.	RL		

University of Maine System
Board of Trustees

Human Resources/Labor Relations Committee

Fiscal Year 2024-2025 Work Plan

Standing Agenda:

1. Collective Bargaining Update (may occur in HR/LR Committee or in Executive Session of the Board of Trustees)
2. Human Resources and Labor Relations items requiring Committee and/or Board approval
3. Strategic Plan Implementation Goal Updates relating to HR/LR functions (see Strategic Plan Goals & Projects below)
4. Briefing on compliance and regulatory issues
5. Retiree Healthcare Updates

Ad Hoc Agenda Items with rolling submission dates:

Note: Italicized items require a vote of the Committee

- *Collective Bargaining Agreements (as tentative agreements are reached)*
- *Policy and compensation changes for non-represented employees*
- Update on significant HR initiatives
- HR/LR Chair to initiate work of the BOT Chair Review Committee in January, with self-assessment due in advance of the March BOT meeting and final report due at the May BOT meeting.

Date based committee deliverables and informational reporting:

August 25th - No Meeting

October 28th

- Collective bargaining goals for upcoming Fiscal Year
- Report of Management Group appointments (Information item for the November BOT meeting, no presentation/presenter needed)

December 16th - TBD

February 10th

- Report of Management Group appointments (Information item for the March BOT meeting, no presentation/presenter needed)

- HR/LR Chair to initiate BOT Chair's Review Committee with Self-Assessments due at the March BOT meeting and final outcome due at the May BOT meeting (initiate in January 2025).

April 28th

- Workforce Profile and Turnover reports

June 23, 2025

- Discuss priorities for HR Strategic Planning (currently under development in alignment with UMS Strategic Plan).
- Report of Management Group appointments (Information item for the July BOT meeting, no presentation/presenter needed)
- Employee Health Plan Task Force Scorecard Review

Strategic Plan Goals & Projects to be reported at the HR/LR Committee: (HR/LR agenda items being developed in these key reporting areas) and will be assigned in future committee work plans.

- **Commitment 1, Service Actions, Action 1, Goals 1.1-1.2:** *"UMS will identify ways to support faculty, staff and administrators seeking to serve Mainers and Maine Communities through outreach projects and related activities"*
 - Discuss outreach projects and other activities/initiatives with the committee and will document these with updated reports on progress and how these support initiatives are made available to the community (as needed)
- **Commitment 3, Place to Work, Action 1, Goals 1.1-1.2:** *"Increase our capacity to address student and employee mental health as a prerequisite for student persistence, completion, and well-being, and employee effectiveness and well-being through plans..."*
 - Report a plan to begin engaging in this work that will include a project lead, project goals, an outreach plan to each campus that will fall within the current and available budget as well as include additional, outside resources (Spring 2024)
- **Commitment 4, Justice, Equity, Diversity and Inclusion, Action 2, Goals 2.1-2.2:** *"UMS will identify and address systemic barriers to student, faculty, and staff recruitment and retention, particularly for underrepresented and underserved populations."*
 - Progress will be reported as part of the regular HR initiatives and hiring practices updates are provided (as needed)
- **Commitment 4, Justice, Equity, Diversity and Inclusion, Action 3, Goals 3.1-3.2:** *"UMS and its universities will cultivate a safe and welcoming community and a genuine sense of belonging in our university and law school communities and throughout the System for all students, faculty and staff."*

- Progress will be reported as part of the regular HR initiatives and hiring practices updates are provided (as needed)

Meeting Schedule:

Committee Meetings are scheduled by the Board of Trustees Office on a 2-year cycle and will occur prior to each full Board meeting (approximately five times per year).



FY25 INVESTMENT COMMITTEE WORK PLAN

Every meeting includes:

- Capital Markets Review
- Portfolio and Manager Performance Reviews for:
 - Pension (closed defined benefit plan)
 - Managed Investment Pool (including UMS endowment, the OPEB Trust, and other 3rd party participants)
 - Operating Cash
- Defined Contribution (DC) Retirement Plan Update

Any of the meetings may include:

- Investment manager presentations as warranted
 - Reasons may include performance reviews, changes in personnel or organizational structure, manager interviews, and educational sessions
- Asset allocation and scenario analysis including possible restriction of investment options
- Updating of investment guidelines
- Discussions regarding gift fees
- Oversight of the defined contribution retirement plan including sole recordkeeper relationship, plan economics, employee retirement readiness, employee engagement, etc.
- Request for Proposal Process for investment services
- Fossil fuel divestment and exposure update
- Fiduciary training

Meetings typically are held during the following months. Anticipated agenda items for FY25 include:

FALL:

- Approval of Non-Voting, Non-Trustee member
- Investment Committee Work Plan
- Review Investment Guidelines/Policy Statements

DECEMBER:

- Approve endowment spending rate for FY26

SPRING:

- Asset allocation study and recommendations

Other meetings will be scheduled as needed.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Resolution for Valerie Landry

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND

Valerie Landry served as a dedicated member of the Board of Trustees for the University of Maine System from 2023 to 2024. She has been a respected and engaged Board member including service on the following standing committees:

Human Resources & Labor Relations Committee
Strategic Planning Committee

Valerie Landry's insightful perspectives on the value of public higher education in a time of profound change and the need for transformational leadership provided impactful guidance beyond the length of her term. Throughout her time as a Trustee, Valerie consistently demonstrated a judicial temperament that contributed to thoughtful and meticulous deliberations on all matters brought before the Board of Trustees and addressed at the Committee level.

Valerie also made significant contributions to the University of Maine System by stimulating and actively participating in efforts to advance AI and contemplate its impact on higher education.

In addition, Valerie has also exhibited exemplary leadership through her collegiality and represented UMS effectively at the Association of Governing Boards' annual conference where her persistent and charming outreach to peers across the country led to important relationships and new information from other institutions to inform the Board's deliberations.

TEXT OF PROPOSED RESOLUTION:

A resolution will be presented at the November 17-18, 2024 Board of Trustees Meeting for Board approval.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Artificial Intelligence Working Group Charge

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

Policy – 103 Board of Trustees: Bylaws Section III 3.2

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The Ad Hoc AI Workgroup was established to bring attention and focus on the Board's governance responsibilities related to AI and to assure a cohesive strategy that balanced opportunities and risks. Co-Chaired by Trustee Owen McCarthy and Vice Chancellor Low, the group consists of eight members from across the universities and system offices. Each individual brings a unique perspective, representing their respective groups while helping the Board fulfill its governance role effectively through monthly meetings over the next year.

When considering the Board's governance responsibilities, the group identified three focus areas for this charge.

The first area emphasizes providing guidance on policies and governance frameworks, being prepared to review genAI funding proposals that require our approval, and evaluating the use of AI tools with board operations. This also includes maintaining an awareness of developments across the organization to be in position to perform our duty as fiduciaries.

The second area reflects our role as cultural leaders—working with system leadership to establish a clear tone that promotes the ethical use of AI tools. This pillar was created after listening to various constituents across UMS that this alone could be helpful to the organization.

Finally, the third pillar is set up to make a recommendation on the best mechanism to take a strategic, long-term, holistic view on how generative AI will impact higher education and the University of Maine System, encouraging a forward-looking approach.

Attachment

[University of Maine System AI Working Group Overview](#)

11/4/2024

University of Maine System AI Working Group Overview

Introduction: The AI Working Group brings together a cross-disciplinary team from the University of Maine System (UMS). Its primary mission is to explore and guide the adoption of AI technologies within the UMS, ensuring these innovations align with the system's strategic goals. The working group comprises representatives from the Trustees, system staff, campus leadership, and AI experts, charged with promoting the responsible, effective, and forward-thinking use of AI across the system.

Guiding Principles: The Working Group will operate under the premise that AI should be used to enhance the ongoing development of UMS's technologies. It will ensure that current progress in generative AI technology adoption is not disrupted, and efforts to integrate AI are actively encouraged to better serve UMS's communities.

Charge: The AI Working Group has been tasked with developing a clear scope and actionable recommendations, focusing on three key areas:

1. **Board Responsibilities (Guidance, Board Operations, and Funding Recommendations):**
 - Provide *guidance* on policies and governance frameworks concerning AI.
 - Identify ways AI can *streamline and enhance the effectiveness of Board operations* and decision-making.
 - Make *recommendations on any AI-related funding requests* that come before FFT and be prepared to present at appropriate FFT meetings, ensuring investments align with the system's strategic vision.
2. **Encourage the Ethical and Strategic Use of AI**
 - Ensure that Board-related responsibilities include the encouragement of ethical and strategic use of AI, where appropriate removing unnecessary roadblocks for adoption.
 - Understand existing efforts, where appropriate promote awareness, collaboration, connection, and expansion of existing efforts.
 - Consider equitable access to the appropriate generative AI based tools.
3. **Long-term Impact on Higher Education:**
 - Evaluate how AI will influence higher education over the next five years, identifying both opportunities and challenges.
 - Develop a strategic recommendation for the Chancellor and Board Chair, focusing on mechanisms to explore AI's frontiers and how UMS can stay at the forefront of AI innovation in education and beyond.

Proposed Membership

The following group will meet monthly for a period of 12 months (October 2024-October 2025)

- **Board of Trustees, Owen McCarthy – Co-Chair**
- **Vice Chancellor for Finance and Administration, Ryan Low – Co-Chair**

- **Board of Trustees, Kelly Martin**
- **Vice Chancellor for Research and University of Maine President, Joan Ferrini-Mundy**
- **Chief Information Officer, Robert Placido**
- **University of Maine Presque Isle President, Ray Rice**
- **Student, University of Maine Farmington – Paloma Shelton**
- **Faculty Member, University of Southern Maine – James Suleiman**

Next Steps: The Working Group will engage with UMS leadership to refine these goals, ensuring alignment with broader institutional priorities. At the end of the workgroup, a detailed report will be presented to the Chancellor and Board Chair with clear recommendations on how AI governance and adoption should evolve moving forward.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Confirmation of Faculty Representative to the Board of Trustees

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Policy 205 – Faculty & Student Representatives to the Board of Trustees

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

To create the environment for interaction among and between Faculty and Student Representatives, the Trustees and System administration, the Trustees have provided opportunities for participation in the meetings of the committees of the Board.

One faculty member and one undergraduate student from each of the seven universities and one graduate student from the University of Southern Maine, one graduate student from the University of Maine, and one graduate student from the Maine Law School will be appointed by the Board as non-voting representatives to the Board of Trustees and invited to participate as non-voting members on the standing committees.

Normally, the representative is expected to complete a two-year term; therefore, it is an expectation that the minimum term of service by Faculty and Student Representatives to the Board be two years. The nominations will be forwarded through the Presidents or Dean of the Law School to the Chancellor for submission to the Board for Trustee approval.

The following nominations are being recommended by the campus:

Faculty Representative:

Timothy Surette, University of Maine at Augusta – Appointed for a 2- year term – November 2024 to November 2026

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the appointments of the Faculty Representative to the Board of Trustees as presented.

10/24/2024

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Proposed Redlined Amended Board Policies

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY: Section 103 Bylaws

UNIFIED ACCREDITATION CONNECTION: N/A

BACKGROUND:

At the direction of Chair Riley and agreement of the Board at the January 2023 meeting, the Bylaws Working Group submits the following proposed revisions to Board Policy 212 and 214. The Working Group has solicited and received input and comments from the Student and Faculty Representatives to the Board, as well as leadership of the System. These proposed revisions are proposed for public comment and will be considered for final adoption at the January 2025 Board Meeting.

Attachments

[Proposed Redline Board Policy 212, Free Speech, Academic Freedom, and Civility](#)

[Proposed Redline Board Policy 214, Institutional Authority on Political Matters](#)

UNIVERSITY OF MAINE SYSTEM

Policy Manual

REDLINE CHANGES PROPOSED FOR FIRST READING FOR THE BOARD OF TRUSTEES

November 18, 2024

GOVERNANCE & LEGAL AFFAIRS

Section 212 Free Speech, Academic Freedom, and Civility

Effective: 11/21/67

Last Revised: 1/23/74; 3/27/17

Responsible Office: General Counsel

Policy Statement:

The University of Maine System is an organization of public institutions of higher education committed to excellence in teaching, research, and public service. Together, the students, faculty, and staff form our statewide University community. The quality of life on and about the System's member universities is vitally enhanced by preserving the rights and freedoms described in this policy.

The Board of Trustees of the University of Maine System affirms its commitment to the rights of free speech, free inquiry, and academic freedom. To protect these rights, all members of the University community should act toward each other with civility, mutual respect, integrity, and reason.

Free speech, free inquiry and academic freedom, and civility are interrelated and interdependent rights and values that will be protected together at University of Maine System institutions according to the following policies.

FREE SPEECH

The Board of Trustees is committed to protecting the rights all University community members share to free speech, which includes free expression and assembly, as enshrined in the U.S. and Maine State Constitutions. These fundamental rights shall be exercised in a manner that does not:

- i. ~~There shall be no restriction at any System institutions on these fundamental rights, although the University may prohibit speech that~~ violates the law,
- ii. ~~defames specific individuals, or~~
- iii. ~~intend or can be reasonably interpreted to genuinely~~ threatens or harasses others, or violates privacy or confidentiality requirements or interests.

The University may ~~also~~ reasonably regulate the time, place, and manner of the exercise of these rights to preserve order for the System's universities to function as institutions of higher learning.

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Free speech requires tolerance for diversity of opinion and respect for an individual's right to express his or her beliefs, however unpopular they may be, without social or legal prohibition or fear of sanction. Tolerating and respecting another's views, however, does not mean those views are immune from critical scrutiny. Indeed, it is the university's responsibility to foster an environment where all are free to critically evaluate the ideas presented to them, and to accept critical evaluation of their own ideas.

Finally, although the University System greatly values civility and expects community members to share in the responsibility for maintaining a climate of mutual respect, demands for civility and mutual respect will not be used to justify restricting the discussion or expression of ideas or speech that may be disagreeable or even offensive to some members of the University community. However, free speech is not absolute, and ~~claims of the right to free speech do not justify speech of one person's claim to exercise his or her right to free speech may not be used to deny another person's right to free speech~~ that reasonably can be interpreted as threatening the safety of other community members.

FREE INQUIRY AND ACADEMIC FREEDOM

The Board of Trustees affirms that a fundamental purpose of public higher education is free inquiry—the unfettered and relentless pursuit and dissemination of truth—and that within the academy, free inquiry is indistinguishable from one's freedom to inquire, present, discuss, and evaluate all matters relevant to the pursuit of truth without constraint, or fear of constraint, in the performance of one's teaching, research, publishing or service obligations.

Academic freedom is the freedom to present and discuss all relevant matters in and beyond the classroom, to explore all avenues of scholarship, research and creative expression, and to speak or write without any censorship, threat, restraint, or discipline by the University with regard to the pursuit of truth in the performance of one's teaching, research, publishing or service obligation.

System faculty and staff have the right to comment as employees on matters related to their professional duties, and the functioning of the University, subject to the need for courteous, professional and dignified interaction between all individuals and the parties' shared expectation that all members of the campus community will work to develop and maintain professional relationships that reflect courtesy and mutual respect, recognizing an employee's responsibility to refrain from interfering with the normal operations of the University and the ability to carry out its mission.

Employees as citizens are entitled to the rights of citizenship in their private roles as citizens, including to comment on matters of public concern outside of their employment. System employees have a responsibility and an obligation to indicate when expressing personal opinions that they are not institutional representatives unless specifically authorized as such.

CIVILITY AND MUTUAL RESPECT

Free speech and expression and academic freedom have an important corollary: the responsibility all University community members share for maintaining an environment in which their actions are guided by mutual respect, assurance of safety in classrooms and university buildings and programs, integrity, and reason. These responsibilities are expressed in our

constitutional freedoms: The U.S. Constitution's right of the people *peaceably* to assemble, and the Maine State Constitution's right of citizens to freely speak, write and publish, *being responsible for the abuse of these liberties*. Although members of the University community are free to criticize and contest views expressed by others on campus—indeed, a guiding premise of free inquiry is that truth is more likely to be discovered if the opportunity exists for the free exchange of opposing opinions no member of the University community may obstruct or otherwise interfere with another's freedom of speech and right to a safe environment, even if he or she disagrees with, opposes, or even loathes the other's views.

ENFORCEMENT

Each System university's administration is responsible for consistently enforcing this policy according to System-wide policies and standards, and for protecting individual rights through adequate and timely review of alleged violations. This policy shall not be construed or applied to restrict academic freedom within the University, nor to restrict constitutionally protected speech.

References

U.S. Constitution, Amendment 1
 Maine State Constitution, Article 1, Section 4
 2015-2017 Agreement between UMS and AFUM, Article 2
 University of Chicago Report of the Committee on Freedom of Expression

UNIVERSITY OF MAINE SYSTEM

Policy Manual

DRAFT FOR FIRST READING FOR BOARD OF TRUSTEES

November 18, 2024

GOVERNANCE & LEGAL AFFAIRS

Section 214 Institutional Authority on Political Matters

Effective: 3/19/18

Last Revised:

Responsible Office: General Counsel

Policy Statement:

The University of Maine System is a public institution and instrumentality of the State of Maine, consisting of the University of Maine, including its regional campus the University of Maine at Machias; the University of Maine at Augusta, including its campus in Bangor and UMA centers around the state; the University of Maine at Farmington; the University of Maine at Fort Kent; the University of Maine at Presque Isle; and the University of Southern Maine, including its campuses in Gorham and Lewiston-Auburn. UMS's public mission is to advance higher education in Maine through teaching, research, and public service; the System and its campuses receive significant state and federal taxpayer support to do so in ways that best serve all Maine citizens.

This policy is subject to Board Policy 212, *Free Speech, Academic Freedom, and Civility*, so as to best respect all UMS community members' constitutionally protected free speech rights, individual rights as citizens, and faculty academic freedom. The Board recognizes its faculty as subject matter experts in their areas of teaching and research and encourages them to responsibly disseminate their research and knowledge. This policy does not restrict any UMS faculty, staff, or student from speaking on political matters, including testifying before or speaking with legislators or policy makers, about the subjects of their teaching or research expertise or personal experience, provided they do not represent that they speak for their campus or the System unless specifically authorized to do so.

UMS and its constituent universities fully embrace the First Amendment rights of all citizens, including all students and employees, to hold and express political, social, or religious views of any kind. Because UMS is funded in significant part by all Maine taxpayers and student tuition revenue sourced from federal financial aid programs, and because UMS must also maintain its federal 501(c)(3) tax-exempt status, the System and its universities, and individuals speaking or acting on their behalf, must at all times remain impartial as to such viewpoints except as provided elsewhere in this or other System policies. UMS community members should recognize that, when exercising their rights, their speech may be attributed to the System or their institutions solely because of their position, reputation, or similar factors. Individuals should therefore take particular care when exercising their rights to clarify when they are speaking or acting in their personal capacity and to coordinate their actions with UMS as set forth in this policy.

UMS Legislative Advocacy

The UMS Charter authorizes and directs the UMS Chancellor to develop and implement an effective statewide legislative program for the System. All UMS legislative advocacy without exception will therefore be managed through the Chancellor's office, specifically the Office of Community and Government Relations. System legislative advocacy, including university-specific advocacy, may only be pursued by individuals authorized by UMS for that purpose. For the purposes of this policy, "UMS (or System) legislative advocacy" includes interaction with the State Legislature, including individual legislators or legislative committees and their staff, the Governor's office and staff, or any other public official or the general public *when the purpose of the interaction or communication is to advocate for a specific UMS institutional position or outcome.*

Institutional interactions with the United States government's Executive Branch and agencies, Congress and congressional staff, and the various federal regulatory bodies having legal jurisdiction over each System university's operation and activities are subject to this policy as well, except in cases where a specific campus or System office has primary responsibility for a function closely tied to the functional responsibility of the governmental office at issue (e.g., Department of Education Title IV officials and campus financial aid offices; Department of Education Office of Civil Rights and System General Counsel, etc.). Further, this policy does not restrict any UMS faculty, employee, department, division, or office from providing information, research, survey data, or policy advice to a local, state, or federal government official or office when required to do so by grant, contract, or legal mandate (e.g., the University of Maine Center for Community Inclusion and Disability Studies (CCIDS), which, by federal law, is required to advise, educate, and disseminate information to state and federal policymakers about individuals with developmental disabilities, or any similarly-purposed office or activities).

Restrictions on Partisan Political Activity

UMS and its universities cannot participate or intervene in any partisan political campaign on behalf of, or in opposition to, any candidate for public office, which, for the purposes of this section, is referred to as "partisan political activity."

If System and university employees wish to become actively involved in partisan political activities, they must do so on their own time, without using System or University funds or resources of any kind, and in such a way as to not interfere with or impair performing their regular System/university duties. When exercising their rights to participate in the political process as individuals or as otherwise permitted by this Policy, System/university employees should emphasize that their comments or actions are their own, and not those of the System or university unless they have been specifically authorized to speak or act on behalf of a System institution. This disclaimer is especially important if an employee, when speaking or acting as a private citizen or as otherwise permitted by this Policy, is using his or her title or affiliation with the System or a university for identification purposes or to establish his/her competence in a particular field.

Employees Seeking Elective Office

See Board Policy 403 (<http://www.maine.edu/about-the-system/board-of-trustees/policy-manual/section403/>)

Chancellor and Presidential Authority to Make Institutional Statements

It is expected by the Board that the Chancellor and his leadership staff will undertake to speak for UMS, any university, or matter within the Charter responsibilities and duties of the System. UMS Presidents are expected to ensure that their appearance on matters relating to the System reflects a delegation of authority on that matter. While the Presidents are expected to refrain

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from advocacy on matters of public *policy* whether related to the System or not, it is expected that they will exercise their professional discretion when doing so.

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Because public statements made and actions taken by the UMS Chancellor and System University Presidents may be ascribed to or perceived as the institutional position of UMS and/or its universities, respectively, this section applies only to the Chancellor and Presidents, who:

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- Have authority to speak or issue statements, or designate official spokespersons to speak or issue statements, on behalf of their institutions on issues core to the System/university mission (green/mission critical issues);
- Should review in advance with the rapid response advisory team described below, when time permits, issues related to but not directly mission central (yellow/mission indirectly related issues); and
- Are not authorized to speak, including through official spokespersons, on issues beyond or only tangentially related to core institutional mission (red/mission unrelated issues).

Issues are not static in relevance, but may vary in public or political salience over time; the Board will review and update the mission issue examples below for relevance at least every three years. Issues may shift from one concentric circle to another, or overlap, depending on context. The Chancellor and System University Presidents must at all times strive to maintain impartiality on political, social, or religious matters, subject to their duties to advance the missions of their institutions and the System as a whole.

Issues that involve legislative matters or advocacy must be coordinated as provided in “UMS Legislative Advocacy” above.

A standing rapid response advisory committee of six members, including two Trustees, two Presidents, and two senior UMS staff (one of whom should be the System General Counsel or his/her legal designee) should be available to review, when time permits, the reasonableness of making statements on issues brought forth by the Chancellor/Presidents that appear to fall in the yellow zone.

GREEN/Mission Critical—Academic administration, curriculum, institutional finances and planning, health and safety of students and employees, and general issues critical to the financial or functional stability and wellbeing of the institution and its students, e.g., Pell grant funding, guns on campus, defunding TRIO programs, marijuana dispensaries near campus.

YELLOW/Mission Indirectly Related—Issues important or relevant to society at large that may impact an institution or its students or employees, but not in such a way as to undermine the institution’s educational mission or prevent the institution from carrying it out, e.g., climate change, labor standards, immigration policy.

RED/Mission Unrelated—Issues of local, state or national import, but not relevant to educational mission or institutional financial or functional stability, e.g., abortion policy, tax reform, global trade policy.

The Board retains the right at all times to issue statements, including through the Chair or Chancellor, on behalf of the University of Maine System that cover all System universities.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

5

NAME OF ITEM: Proposed Change to Board of Trustee Policies 204.1

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY: Section 103 Bylaws

UNIFIED ACCREDITATION CONNECTION: N/A

BACKGROUND:

At the direction of Chair Riley and agreement of the Board at the January 2023 meeting, the Bylaws Working Group has completed its review of the current Bylaws and recommended the changes noted in the redline format included in meeting materials. It has been the intent of the Working Group throughout this process to clarify the current wording of the Bylaws, add necessary details to reflect ongoing Board practice, and to include content in the Bylaws derived from our Charter and other operating principles where it was determined that language was important to include.

These initial provisions and redlined changes were presented as an information item at the September 2024 Board of Trustees Meeting for consideration and further recommendations. The proposed Bylaw changes are presented at the November 2024 Board of Trustees for final approval.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approve the final version of the edited Board Policy 204.1 as initially presented in redlined form at the September 2024 Board Meeting and provided at the November 2024 Board Meeting materials in final form.

Attachment

[Board Policy 204.1 - President – Evaluation Process](#)

GOVERNANCE AND LEGAL AFFAIRS

Section 204.1 President – Evaluation Process

Effective: 1/23/89

Last Revised: 11/30/95; 6/30/98; 7/12/2010, 4/8/24

Responsible Office: Clerk of the Board

Policy Statement:

The Chancellor shall conduct an annual review of each President's performance to be completed in May. ~~In the third year~~ At the time of consideration of extending ~~of~~ the President's service or at the discretion of the Chancellor, the review will be a comprehensive review as described below. The Chancellor may modify the timing of an annual or comprehensive review as needed to meet needs of the System, with notice to the President and the Board of Trustees. ~~– Any recommendation to extend or make a significant change to the contract with the President based on an annual review shall be submitted to the Board of Trustees for its review and approval.~~

In years in which there is not a comprehensive review of the President, the President will submit a self-assessment, together with a statement of proposed goals for the coming fiscal year, in March. Utilizing the President's self-assessment, the Chancellor will meet with the President, to discuss both performance strengths and weaknesses and to finalize the President's goals for the coming year. Following the meeting, the Chancellor will prepare a letter to the President summarizing the performance review. ~~– Any recommendation to extend or change the contract with the President based on an annual review shall be submitted to the Board of Trustees for its review and approval.~~

The Comprehensive Review at the time of consideration of extending the contract, ~~in the third year of service~~, or at the discretion of the Chancellor, will be conducted according to the following guidelines:

1. The Chancellor will confer with the President and will establish a specific schedule, beginning in October, and time frame for the completion of the tasks necessary for the process.
2. The Chancellor may select an external reviewer to conduct the comprehensive review and to report to the Chancellor.
3. The Chancellor will establish the review process, develop criteria for assessing the President's performance and leadership, develop assessment tools, determine the parties to be consulted, and identify all issues and areas to be considered.
4. The Comprehensive Review will include at a minimum:
 1. A self-assessment statement prepared by the President addressing the areas and issues determined by the Chancellor and external reviewer (if applicable), and
 2. Interviews with, or other means of obtaining feedback from, all Board members, representatives of faculty, students and staff, Board of Visitors, and any other parties selected by the reviewer and Chancellor.

5. The Chancellor, and the external reviewer (if applicable), to review the findings of the review process.
6. Under the Chancellor's direction, based on the self -assessment, interviews and Chancellor's assessment, a draft report will be prepared and shared with the President.
7. Under the Chancellor's direction, a final written report will be prepared and forwarded to the Board.
8. Before the Chancellor acts on extending the President's contract, the Chancellor will report to the Board on the outcome of the review, and will recommend to the Board any adjustment to the President's compensation for the coming year and whether to extend the President's contract.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

6

NAME OF ITEM: Fall 2024 Census Enrollment Report

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY: N/A

UNIFIED ACCREDITATION CONNECTION:

The University of Maine System's recruitment, enrollment and retention efforts are at the core of the UMS Strategic Plan. This report reflects the progressive fulfillment of the following Action and Goal in the 2023-2028 University of Maine System Strategic Plan:

Commitment 1, Action 2: Our universities will increase rates of persistence (i.e. retention) and degree completion by their undergraduate students.

Commitment 1, Action 4: Through our array of programs and services, UMS will bring education to all learners regardless of where they are physically or in their educational journey by supporting them across the calendar year and across their lifetimes through plans to be developed by June 2024.

Commitment 1, Action 5: UMS will strengthen Maine Community College System (MCCS) and Early College pathways to our universities by March 2024.

Commitment 1, Action 2: UMS will continue to expand access to course offerings at each of its universities to students at all of its universities.

Commitment 2, Action 2: Each University will build on spring 2023 direct admissions initiatives by developing and implementing a comprehensive direct admissions plan for the fall 2024 recruitment cycle.

Commitment 3, Action 1: By May 2024, develop a data-driven plan to attract more in-state and out-of-state students to our universities and law school, and implement the plan in 2024-2028.

BACKGROUND:

Vice Chancellor for Academic and Student Affairs Jeff St. John will provide a report on our fall 2024 census enrollment.

Attachment

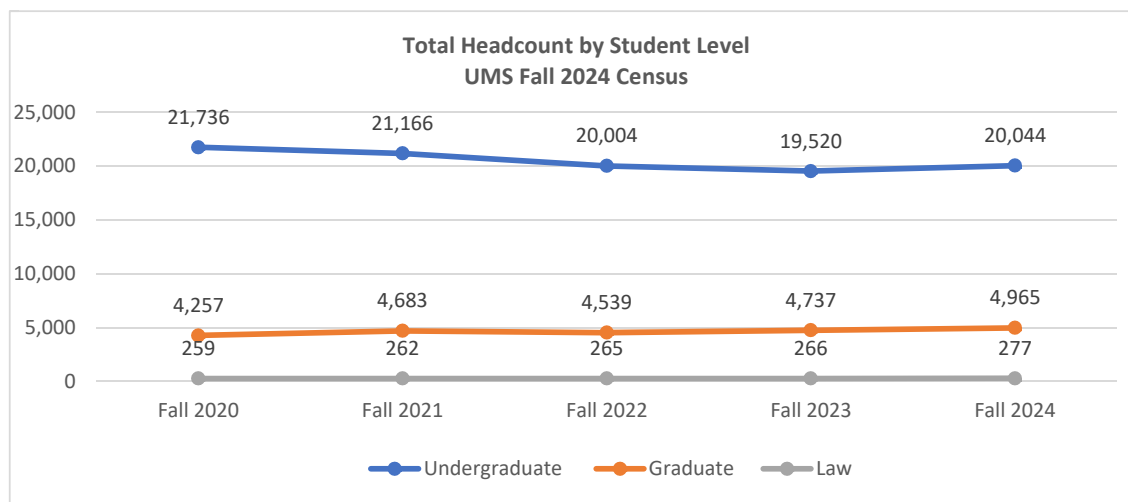
Fall 2024 Census Enrollment Report

FALL 2024 CENSUS ENROLLMENT UPDATE

Overview

The total headcount enrollment for the fall semester is 25,286, marking an increase of 763 students (3.1%) compared to last year. Total credit hours for the fall term are 276,867, an increase of 11,155 (4.2%) over the previous fall.

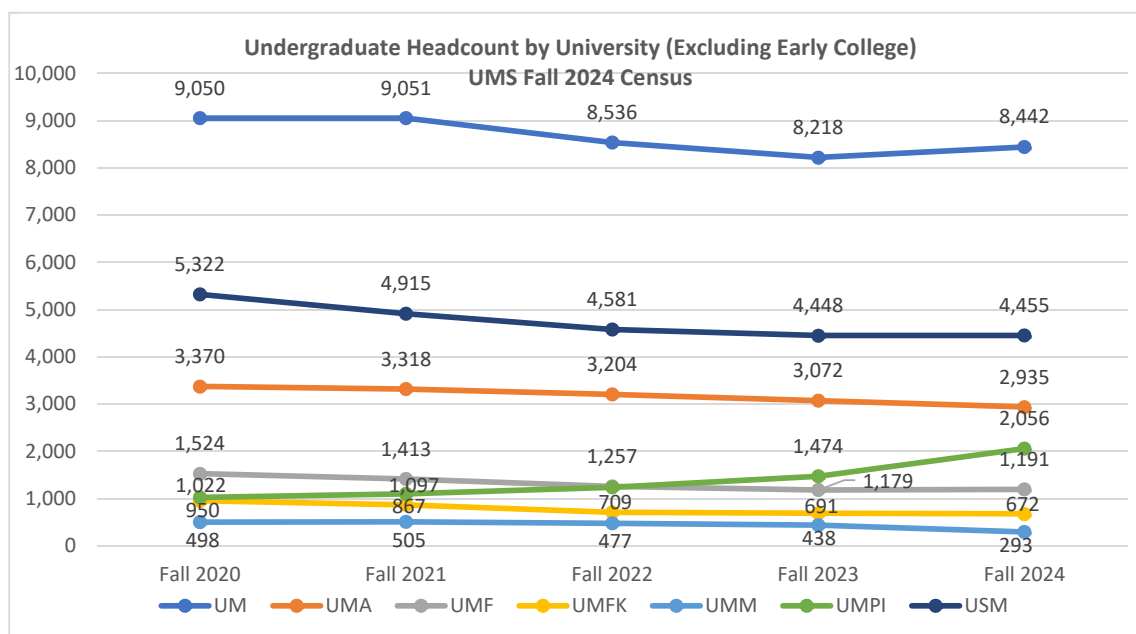
6.1



Undergraduate enrollment highlights

Undergraduate headcount is 20,044, an increase of 524 (2.7%) over last fall. Undergraduate credit hours for the semester are 244,613, up 9,065 (3.8%).

- First-time undergraduate headcount increased 272 (8.2%) over fall 2023.
- Transfer undergraduates (including internal transfers) increased 504 (23.5%).



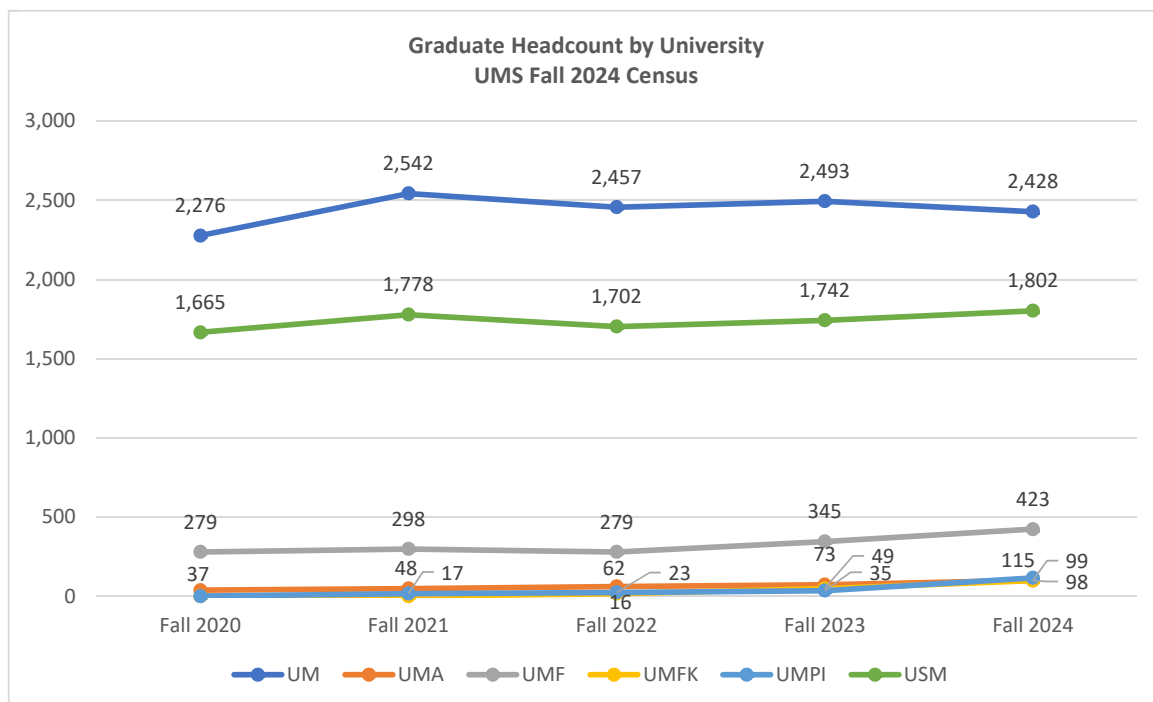
FALL 2024 CENSUS ENROLLMENT UPDATE

Graduate enrollment highlights

Graduate headcount stands at 4,965, an increase of 228 students (4.8%) over last fall. Graduate credit hours total 28,221, an increase of 1,906 (7.2%).

- Master's degree-seeking enrollment is 3,410, an increase of 209 (6.5%) over last fall.
- Doctorate-seeking students stand at 742, an increase of 52 (7.5%) over last fall.

6.1



University highlights

- **University of Maine (UM) and University of Maine at Machias (UMM):** The total headcount at UM is 10,870, an increase of 159 (+1.5%) over last fall. Credit hours for UMM students total 4,648, an increase of 254 (8.0%).
 - The incoming class of degree/certificate-seeking first-time undergraduates at UM stands at 2,019 students, an increase of 206 (11.4%) over fall 2023.
 - UMM stands at 70 degree/certificate-seeking first-time undergraduates, an increase of 14 (25.0%).
- **University of Maine at Augusta (UMA):** The incoming class stands at 289 degree/certificate-seeking first-time undergraduates, an increase of 13 (8.1%) over last fall. Graduate enrollment totals 99 students, an increase of 26 (35.6%) over last fall.
- **University of Maine at Farmington (UMF):** UMF experienced its first year-over-year enrollment growth since fall 2017. Total undergraduate headcount is 1,191, an increase of 12 (1.0%) over last fall. Graduate headcount enrollment reached 423, an increase of 78 (22.6%).
 - First-time degree/certificate-seeking undergraduates stand at 268 for fall 2024, an increase of 38 (16.5%) over last fall.
 - Undergraduate transfers stand at 97 for fall 2024, up 31 (47.0%) over last fall.

FALL 2024 CENSUS ENROLLMENT UPDATE

- **University of Maine at Fort Kent (UMFK):** UMFK enrolled 770 students this fall, an increase of 30 (4.1%) over last fall. Graduate student enrollment doubled compared to last fall and now stands at 98 for this fall.
- **University of Maine at Presque Isle (UMPI):** UMPI's overall enrollment rose significantly, from 1,509 in fall 2023 to 2,171 in fall 2024, an increase of 662 (43.9%).
 - Entering transfer undergraduates stand at 981, an increase of 377 (62.4%) over last year.
 - YourPace students constitute the majority (62.3%) of UMPI's enrolled students.
- **University of Southern Maine (USM):** There are 6,257 students enrolled at USM this fall, an increase of 67 (1.1%).
 - Entering transfer undergraduates stand at 511, an increase of 54 (11.8%) over last fall.
 - Graduate student headcount totals 1,802, an increase of 60 (3.4%) over last fall.
- **University of Maine School of Law (Maine Law):** There are 277 students enrolled at Maine Law for Fall 2024, an increase of 11 (4.1%) over last year. Credit hours for Maine Law stand at 4,033, an increase of 185 (4.8%).

Other notes:

- Across UMS, online program students grew by 592 students (or 88.5%) from last year. Some of this growth may be attributable to tuition-residency coding changes.
- Although Canadian students comprise a small fraction of the overall student population, their numbers did increase by 32 (14.0%) over last fall, reaching a total of 261.
- The number of non-Canadian international students stands at 601, a slight increase of 5 (0.8%).
- NEBHE students number 853, a decrease of 17 (or 2.0%) from last fall.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Key Performance Indicators (KPIs) Update

INITIATED BY: Emily Cain, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION: The Strategic Plan is a working document that is constructed and implemented by internal and external stakeholders to the System to bring about unified change and advance the tenets of UMS Unified Accreditation.

PURPOSE: To present the system-level Key Performance Indicators (KPIs) derived from the University of Maine System (UMS) Strategic Plan to the Board of Trustees. Having already been reviewed by the strategic planning committee, discussed at the September 16, 2024 full Board meeting, revised based on Trustee feedback, the KPI's will be presented for final Board approval.

BACKGROUND: As part of our ongoing strategic planning efforts, the University of Maine System has identified a set of KPIs that will serve as benchmarks to measure progress and performance across the system. These KPIs are aligned with our strategic goals and will help ensure accountability, transparency, and focused efforts on priority areas. Upon approval, the KPIs will be the framework for a robust system for tracking and reporting that meets the needs of the trustees and supports informed decision-making.

It is important to note that these KPIs were selected to be the system-wide measurements brought before the board on a regular basis. Other deliverables or metrics have been assigned to specific board committees and are being incorporated into the committee work plans.

Vice Chancellors St. John and Dorsey will offer a final version of the KPI document for Board approval.

RESOLUTION:

The Board of Trustees approve the UMS Strategic Plan KPIs and Metrics as presented and will receive updates on KPI status at future Board meetings.

Attachment

[UMS Strategic Plan KPIs and Metrics](#)

UMS	Action	Metric	Current Value/Baseline (Census Fall 2023)	Target Value (Progress Reviewed Annually by BOT)	Target Rationale
1. Enrollment	Increase undergraduate and graduate enrollment	Fall to Fall Enrollment Counts	UMS Total 24,523 Undergraduate 19,520 Law+Grad 5,003 *Excludes Early College	UMS total range: 24,840 - 26,082 (1.2% - 5% increase over 5 years broken down as 80% of growth in undergraduate enrollment and 20% in graduate enrollment)	Each university has developed their own targets and the system wide target is a compilation of those targets. The total increase is predicated on headcount and credit-hour targets identified by four universities in their October 1, 2023 goals, and analysis of enrollment trends by the Vice Chancellor for Academic and Student Affairs (VCASA) and UMS Institutional Research staff.
2. Retention	Increase first to second year retention	Percentage of students retained Fall to Fall	72.00%	74% in 2026, with a goal of 80% to be achieved by fall 2028. This target may be adjusted upward pending four of our universities' participation in the National Institute for Student Success multi-year Playbook & Diagnostic analysis	The Target Value is grounded in historic UMS retention (return rates) and recently released data from the Integrated Postsecondary Education Data System (IPEDS), and reflects ongoing initiatives to increase retention rates system wide. IPEDS is a system of interrelated surveys conducted annually by the U.S. Department of Education's National Center for Education Statistics (NCES). IPEDS gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid programs.
3. Economic and Workforce Development	Applying the Annual Academic Program Report (AAPR) in alignment with State of Maine in-demand jobs data, UMS will deliver relevant academic offerings	Job placement of new UMS undergraduate graduates within 12 months of degree earned	The baseline level to measure progress is not yet identified as this has not been previously measured at the system level. UMS job placement data collection process for undergraduates "First Destination" will be the tool used moving forward. The tool has been used since 2021-22 and will be combined with other data points to develop a baseline and target value.	The target value for this metric is not yet identified. National research indicates less than 53% of new graduates are employed in a degree relevant field within 12 months of degree completion. Data collection process will set UMS baseline with incremental gains assumptions to follow.	The UMS Annual Academic Program Report (AAPR) is a proactive cycle designed to facilitate collaborative discussions among faculty and administrators regarding program size, quality, and sustainability within each university's mission. By reviewing student success, financial, and other metrics, universities assess their academic portfolios and recommend potential adjustments to align with evolving needs. Using in-demand jobs data by the Maine Department of Labor Center for Workforce Research and Information that reflects state and labor market information, combined with AAPR information and First Destination data, a baseline and target value for this metric will be proposed to the Board in Spring 2025.
4. Research	UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities pursuant to a plan to be developed in 2023-24	Year over year headcount of students engaged in Research Learning Experiences (RLE) and Pathway to Careers opportunities	54 course sections, 501 students in Academic Year 2022-2023	The KPI Target Value for RLEs will be based on a collaborative assessment of growth trends across all UMS universities (2021-2024) and offered to the Board of Trustees in November 2024.	The pilot program, funded initially by the Harold Alfond Foundation, requires UMS to rigorously assess the impact of early-stage engagement in research for first- and second-year students on student success and retention. We will review the data collected through analysis of the Research Learning Experiences (RLEs) pilot project from its introduction in academic year 2021-2022 through the fall semester of 2024 (based on October 15 census data).
5. Transfer	UMS will increase transfers and eliminate structural barriers to transfer and course registration.	Fall to Fall growth of Maine Community College System (MCCS) and other transfer students into UMS universities	2,141 transfers into UMS across all universities in Fall 2023, 604 at UMPI and 1,537 non-UMPI	An estimated 10-30% growth in transfers to our universities *UMPI Your Pace experienced an exceptional transfer growth rate in 2024. It is unlikely that this rate will continue. This model demonstrates prospective growth if the current UMPI growth rate remains constant.	Several programs and innovations are expected to foster growth in transfer numbers: UMS-MCSS Transfer ME agreement & UM Black Bear Advantage agreement; additional/updated transfer pathways and articulation agreements System-wide; Implementation of Parchment/Raptor technologies for transfer evaluation; Unified Catalog improvements through RePaving Mainstreet
6. Fiscal and Infrastructural Sustainability	Assess the fiscal health of each UMS university	The system consolidates four key ratios into one comprehensive index that reflects the financial well-being of the institution. The Composite Financial Index will be used to assess institutional financial health.	Varies by university, reported annually. Current UMS baseline for FY22 is 2.7	The System will achieve a Composite Financial Index of 3.0 and above annually.	Scores below a 3.0, including negative scores, are an indication of financial stress. Higher scores indicate stronger financial health and the ability to weather financial difficulties. A CFI of 3.0 is the standard threshold for institutional financial health and will be the minimum UMS target.
7. Institutional Equity and Environment	Growth in diversification of faculty, staff, and student population	Self reporting of workplace satisfaction and workplace belonging by faculty, staff and students via the Campus Climate Survey (DEI). The UMS Campus Climate Survey was conducted across the UMS in early 2022 with universities individual results being returned in fall 2022. The survey should be repeated every three years with a UMS plan for participating again in the survey in 2025.	Campus Climate Survey 2022 results indicated a participation rate of 18.3% with overall positive ratings from staff of 72% and faculty 62% positive. National data from the College and University Professional Association for Human Resources (CUPA) offers a 62% reporting general satisfaction.	2025 Campus Climate Survey results in both a 7% participation increase (to 25.3% participation) and a 3% increase in positive ratings in both staff and faculty categories (to positive ratings of 75% staff and 65% faculty).	Using results from the planned 2025 survey and national CUPA data, targets for 2028-29 will be developed.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, UMPSA

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Universities of Maine Professional Staff Association (MEA/NEA) (UMPSA). The Board will be briefed on the terms of the Agreement at the meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Universities of Maine Professional Staff Association (MEA/NEA) (UMPSA), upon notice that the agreement has been ratified.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Approval of Collective Bargaining Agreement, ACSUM

INITIATED BY: Dannel Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Section 407 Labor Relations

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Associated COLT (Clerical, Office, Laboratory, Technical) Staff of the Universities of Maine (MEA/NEA) (ACSUM). The Board will be briefed on the terms of the Agreement at the meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees authorizes the Chancellor to execute the collective bargaining agreement with the Associated COLT (Clerical, Office, Laboratory, Technical) Staff of the Universities of Maine (MEA/NEA) (ACSUM), upon notice that the agreement has been ratified.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Finance and Administration Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

Primary Outcomes - Enhance fiscal positioning.

10

BACKGROUND:

The Vice Chancellor for Finance and Administration and Treasurer Ryan Low will provide two (2) brief updates at the November 18, 2024, Board of Trustees meeting.

- 1) Investment Update/Flash Reports
- 2) Budget Forecast

Attachments

[Managed Investment Pool Flash Reports](#)

[Pension Fund Flash Reports](#)

[Operating Fund Flash Reports](#)

University of Maine System Managed Investment Pool

September 30, 2024

TOTAL PLAN PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
MIP Composite	383,171,873	100.0	100.0	1.8	5.3	11.8	21.0	4.6	8.0	6.6	5.9
Allocation Index				1.5	5.1	12.9	22.6	5.7	8.9	7.5	6.9
Policy Index				1.6	5.3	13.2	22.8	5.7	8.7	7.5	7.1
Total Domestic Large Cap	61,287,987	16.0	14.5	2.2	6.1	22.4	37.7	12.1	16.1	14.6	13.4
S&P 500 Index				2.1	5.9	22.1	36.4	11.9	16.0	14.5	13.4
SSgA Fossil Fuel Free S&P 500 Index	61,287,987	16.0	14.5	2.2	6.1	22.4	37.6	-	-	-	-
S&P 500 Fossil Fuel Free Index				2.2	6.1	22.5	37.7	-	-	-	-
Total Domestic Small/Mid Cap	11,464,726	3.0	3.0	3.8	11.0	12.1	26.7	5.9	13.9	11.1	10.4
Russell 2500 Index				1.5	8.7	11.3	26.2	3.5	10.4	9.0	9.5
Westfield Capital	11,464,726	3.0	3.0	3.8	11.0	14.1	27.5	1.5	12.5	11.5	10.4
Russell 2500 Growth Index				1.6	7.0	11.2	25.2	-0.7	9.7	9.4	10.0
Total International Equity (including emerging markets)	43,038,611	11.2	11.5	2.0	7.2	10.2	19.2	-0.2	4.9	2.8	3.2
MSCI AC World ex USA (Net)				2.7	8.1	14.2	25.4	4.1	7.6	5.4	5.2
Silchester International Value Equity	27,661,584	7.2	7.3	1.9	10.0	9.9	18.5	-	-	-	-
MSCI EAFE (Net)				0.9	7.3	13.0	24.8	-	-	-	-
Emerging Markets Equity	15,377,027	4.0	4.3	3.5	5.7	8.8	16.3	-1.2	6.5	4.1	3.0
Emerging Markets Equity Custom Benchmark				5.2	7.1	14.9	24.6	2.8	9.1	5.8	5.5
Mondrian EM Small Cap	15,377,027	4.0	4.3	3.5	5.3	4.3	10.8	3.7	10.2	6.4	3.4
MSCI Emerging Markets Small Cap				3.7	5.5	12.9	23.0	5.1	12.2	7.0	5.9
Global Equity	111,245,274	29.0	30.0	2.4	6.3	14.2	27.3	6.3	-	-	-
MSCI World Index (Net)				1.8	6.4	18.9	32.4	9.1	-	-	-
Walter Scott Global Equity	38,411,820	10.0	10.0	-0.1	4.0	11.8	24.6	5.5	-	-	-
MSCI World Index (Net)				1.8	6.4	18.9	32.4	9.1	-	-	-
Lindsell Train Global Equity	36,035,857	9.4	10.0	3.5	-	-	-	-	-	-	-
MSCI World Index (Net)				1.8	-	-	-	-	-	-	-
Impax Global Environmental Markets	36,797,597	9.6	10.0	-	-	-	-	-	-	-	-
MSCI AC World Index (Net)				-	-	-	-	-	-	-	-

10.1



University of Maine System Managed Investment Pool

September 30, 2024

TOTAL PLAN PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Fixed Income	99,494,641	26.0	26.5	1.2	4.3	5.4	10.8	0.9	2.6	2.9	2.8
Blmbg. U.S. Aggregate Index				1.3	5.2	4.4	11.6	-1.4	0.3	1.5	1.8
Commonfund	25,159,959	6.6	6.5	1.5	5.1	5.1	12.0	-1.4	0.6	1.7	2.1
Blmbg. U.S. Aggregate Index				1.3	5.2	4.4	11.6	-1.4	0.3	1.5	1.8
Fidelity Intermediate Treasury Bond Index (FUAMX)	18,756,423	4.9	5.0	1.3	5.4	4.5	10.5	-	-	-	-
Blmbg. U.S. Treasury Index				1.2	4.7	3.8	9.7	-	-	-	-
Vanguard Inflation-Protected Securities	18,699,752	4.9	5.0	1.5	4.2	5.1	9.9	-0.6	2.5	2.9	-
Blmbg. U.S. TIPS				1.5	4.1	4.9	9.8	-0.6	2.6	2.9	-
Blackrock Strategic Income Opportunities	18,455,451	4.8	5.0	1.2	4.3	6.0	11.9	2.4	3.4	-	-
90-Day Avg. SOFR (Secured Overnight Fin. Rate)				0.4	1.3	4.1	5.5	3.5	2.3	-	-
Bain Capital Senior Loan Fund	18,423,056	4.8	5.0	0.7	2.2	6.8	9.7	5.7	5.9	-	-
Credit Suisse Leveraged Loan Index				0.7	2.0	6.6	9.6	6.3	5.6	-	-
Total GAA	27,822,941	7.3	7.5	1.6	2.8	8.2	14.2	1.9	3.1	2.8	2.7
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				1.4	4.5	8.5	15.5	3.1	4.7	4.8	5.0
Newton Global Real Return	27,822,941	7.3	7.5	1.6	2.8	8.2	14.2	1.9	4.1	4.5	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				1.4	4.5	8.5	15.5	3.1	4.7	4.5	-
Total Hedge Funds	25,647,545	6.7	7.0	0.7	1.0	7.5	9.0	4.4	8.8	6.5	4.6
HFRI Fund of Funds Composite Index				1.0	1.9	6.8	10.2	2.5	5.4	4.3	3.7
Lighthouse	25,647,545	6.7	7.0	0.7	1.0	7.5	9.0	4.4	8.8	6.9	-
Credit Suisse Long/Short Equity				1.6	3.3	14.1	18.9	6.8	7.9	6.4	-

10.1



University of Maine System Managed Investment Pool

September 30, 2024

TOTAL PLAN PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Private Equity	864,748	0.2	0.0	0.0	0.0	-4.0	-3.1	-8.1	1.4	4.6	5.2
Landmark Equity Partners XV	864,748	0.2	0.0	0.0	0.0	-4.0	-3.1	-8.1	1.4	4.6	5.2
CJA US All PE				0.0	0.0	3.9	6.7	5.7	14.3	13.9	12.9
Total Cash	2,305,400	0.6	0.0								
Distribution Account	2,305,400	0.6	0.0	0.4	1.3	3.7	4.6	3.1	1.9	1.9	1.3
90 Day U.S. Treasury Bill				0.4	1.4	4.0	5.5	3.5	2.3	2.2	1.6

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% Bloomberg Aggregate, 30% Bloomberg U.S. TIPS 1-10YR, 10% S&P 500, 10% Bloomberg High Yield, 10% JPM EMBI+

Emerging Markets Equity Custom Benchmark consists of MSCI EM from Inception to 5/31/2019 and 50% MSCI EM / 50% MSCI EM Small Cap from 6/1/2019 to present.

Returns are net of manager fees

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91- day T-Bills.

10.1



DISCLAIMERS & DISCLOSURES

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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





10.1



University of Maine System Operating Fund

September 30, 2024

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy(%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Operating Funds Composite	312,217,738	100.0	100.0	0.9	2.8	6.2	10.4	3.5	4.3	3.9	3.3
<i>Allocation Index</i>				0.9	2.9	6.4	10.6	3.6	3.9	3.7	3.2
Liquidity Pool Composite	126,771,266	40.6	30.0	0.4	1.2	3.6	4.9	3.0	2.2	2.0	1.6
State Pool	62,691,375	20.1		0.4	1.2	3.4	4.6	2.7	2.1	2.0	1.6
BOA General Fund	5,569,287	1.8		0.2	0.4	1.4	1.9	1.4	1.0	1.0	0.7
Federated Gov't Obligations	6,346,378	2.0		0.4	1.3	3.9	5.4	3.9	2.5	2.3	-
Transition Cash	108,968	0.0		0.4	0.9	1.8	1.8	-	-	-	-
JP Morgan US Gov't Money Market Fund	52,055,258	16.7		0.4	1.3	3.9	5.3	3.6	2.3	2.2	-
<i>90 Day U.S. Treasury Bill</i>				0.4	1.4	4.0	5.5	3.5	2.3	2.2	-
Income Pool Composite	125,238,221	40.1	47.5	1.0	3.4	5.2	9.3	2.0	2.4	2.6	2.4
Income Research + Management	67,186,093	21.5	26.0	0.8	3.0	4.8	7.7	2.0	2.4	2.4	2.0
<i>Blmbg. 1-3 Year Gov/Credit index</i>				0.8	3.0	4.4	7.2	1.5	1.7	1.9	1.6
BlackRock Strategic Income Opportunities	18,024,095	5.8	7.0	1.2	4.3	6.0	11.9	2.4	3.4	3.4	-
<i>90-Day Avg. SOFR (Secured Overnight Fin. Rate)</i>				0.4	1.3	4.1	5.5	3.5	2.3	-	-
Baird Aggregate Bond Fund - BAGIX	19,455,153	6.2	7.5	1.4	5.2	5.0	12.6	-1.1	-	-	-
<i>Blmbg. U.S. Aggregate Index</i>				1.3	5.2	4.4	11.6	-1.4	-	-	-
Bain Senior Floating Rate Fund	20,572,879	6.6	7.0	0.7	2.2	6.8	9.6	5.7	-	-	-
<i>Credit Suisse Leveraged Loan Index</i>				0.7	2.0	6.6	9.6	6.3	-	-	-
Total Return Pool Composite	60,208,251	19.3	22.5	1.7	4.9	12.5	20.6	5.9	9.5	7.9	6.7
Lighthouse	14,146,845	4.5	5.0	0.8	1.0	7.6	9.0	4.4	8.8	6.9	-
<i>Credit Suisse Long/Short Equity</i>				1.6	3.3	14.1	18.9	6.8	7.9	6.4	-
Newton Global Real Return	9,475,076	3.0	4.0	1.6	2.8	8.2	14.2	1.9	4.1	4.5	-
<i>40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills</i>				1.4	4.5	8.5	15.5	3.1	4.7	4.5	-
PIMCO All Asset	10,274,239	3.3	4.0	1.9	5.7	7.9	15.2	2.2	6.2	5.2	4.7
<i>PIMCO All Asset Index III</i>				2.4	5.1	7.5	13.8	1.3	4.1	3.9	3.4
Silchester International Value Equity	10,368,326	3.3	3.3	1.9	10.0	9.9	18.5	-	-	-	-
<i>MSCI EAFE (Net)</i>				0.9	7.3	13.0	24.8	-	-	-	-
SSgA Fossil Fuel Free S&P 500 Index	15,943,765	5.1	6.2	2.2	6.1	22.4	37.6	-	-	-	-
<i>S&P 500 Fossil Fuel Free Index</i>				2.2	6.1	22.5	37.7	-	-	-	-

Notes:

Returns are net of manager fees.



University of Maine System Operating Fund

September 30, 2024

TOTAL FUND PERFORMANCE

The inception date for the allocation index is 07/01/2009

Fiscal YTD begins 7/1

Blended Index: 40% Bloomberg Aggregate / 30% Bloomberg U.S. TIPS 1-10YR / 10% S&P 500 / 10% Bloomberg High Yield / 10% JPM EMBI+
Composite excludes external loans.

Blackrock SIO changed its share class in May 2018 to BSIKX.

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91- day T-Bills.

State Pool is final as of September 30, 2024 and carried to date.

10.2



DISCLAIMERS & DISCLOSURES

Past performance is no guarantee of future results.

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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





10.2



University of Maine System Pension Plan

September 30, 2024

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Pension Composite	18,325,764	100.0	100.0	0.9	4.0	7.2	14.5	2.6	5.6	5.2	4.8
Allocation Index				1.4	4.6	9.4	16.4	3.9	6.3	5.8	5.6
Policy Index				1.4	4.7	9.6	17.1	4.2	6.4	5.9	5.7
Total Global Equity	5,323,345	29.0	30.0	0.1	4.4	12.3	25.9	6.1	11.3	-	-
MSCI World Index (Net)				1.8	6.4	18.9	32.4	9.1	13.0	-	-
Walter Scott Global Equity Fund	5,323,345	29.0	30.0	0.1	4.4	12.3	25.9	6.1	11.3	-	-
MSCI World Index (Net)				1.8	6.4	18.9	32.4	9.1	13.0	-	-
Emerging Markets Equity	408,596	2.2	3.0	3.4	5.2	4.3	10.8	3.7	10.2	6.4	3.4
Emerging Markets Equity Benchmark				3.7	5.5	12.9	23.0	5.1	12.2	7.7	6.9
Mondrian EM Small Cap	408,596	2.2	3.0	3.4	5.2	4.3	10.8	3.7	10.2	6.4	3.4
MSCI Emerging Markets Small Cap				3.7	5.5	12.9	23.0	5.1	12.2	7.0	5.9
Total Fixed Income	8,431,672	46.0	48.0	1.3	4.7	5.3	11.7	0.2	1.8	2.4	2.4
Blmbg. U.S. Aggregate Index				1.3	5.2	4.4	11.6	-1.4	0.3	1.5	1.8
Baird Aggregate Bond Fund - BAGIX	4,806,747	26.2	25.0	1.4	5.2	5.0	12.6	-1.1	-	-	-
Blmbg. U.S. Aggregate Index				1.3	5.2	4.4	11.6	-1.4	-	-	-
Fidelity Intermediate Treasury Bond Index (FUAMX)	896,497	4.9	5.0	1.3	5.4	4.5	10.5	-	-	-	-
Blmbg. U.S. Treasury Index				1.2	4.7	3.8	9.7	-	-	-	-
Vanguard Inflation-Protected Securities	706,814	3.9	8.0	1.5	4.2	5.0	9.9	-0.6	2.5	2.9	-
Blmbg. U.S. TIPS				1.5	4.1	4.9	9.8	-0.6	2.6	2.9	-
BlackRock Strategic Income Opportunities	927,772	5.1	5.0	1.2	4.3	6.0	11.8	2.4	3.4	-	-
90-Day Avg. SOFR (Secured Overnight Fin. Rate)				0.4	1.3	4.1	5.5	3.5	2.3	-	-
Bain Capital Senior Loan Fund	1,093,842	6.0	5.0	0.7	2.2	6.8	9.7	5.7	5.9	-	-
Credit Suisse Leveraged Loan Index				0.7	2.0	6.6	9.6	6.3	5.6	-	-
Total GAA	1,476,394	8.1	8.0	1.6	2.8	8.1	14.2	2.0	4.1	4.0	3.5
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills*				1.4	4.5	8.5	15.5	3.1	4.7	4.8	5.0
Newton Global Real Return	1,476,394	8.1	8.0	1.6	2.8	8.1	14.2	2.0	4.1	4.5	-
40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91-day T-Bills				1.4	4.5	8.5	15.5	3.1	4.7	4.5	-

10.3



University of Maine System Pension Plan

September 30, 2024

TOTAL FUND PERFORMANCE

	Allocation			Performance (%)							
	Market Value (\$)	% of Portfolio	Policy (%)	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
Total Alternative Investments	781,130	4.3	5.0	0.8	1.0	7.6	9.0	4.4	8.8	6.5	4.9
HFRI Fund of Funds Composite Index				1.0	1.9	6.8	10.2	2.5	5.4	4.3	3.7
Lighthouse	781,130	4.3	5.0	0.8	1.0	7.6	9.0	4.4	8.8	6.9	-
Credit Suisse Long/Short Equity				1.6	3.3	14.1	18.9	6.8	7.9	6.4	-
Total Real Assets	944,863	5.2	3.0								
Principal	944,863	5.2	3.0	-0.4	-0.2	-3.2	-5.5	-0.5	2.2	3.6	5.8
NCREIF ODCE				0.3	0.3	-2.6	-7.3	-0.2	2.9	4.1	6.1
Total Cash	959,764	5.2	3.0								
Distribution Account	959,764	5.2	3.0	0.4	1.2	3.3	4.3	2.8	1.7	1.7	1.2
90 Day U.S. Treasury Bill				0.4	1.4	4.0	5.5	3.5	2.3	2.2	1.6

Notes:

Fiscal YTD begins 7/1

Blended Index: 40% Bloomberg Aggregate, 30% Bloomberg U.S. TIPS 1-10YR, 10% S&P 500, 10% Bloomberg High Yield, 10% JPM EMBI+ Emerging Markets Equity Benchmark consists of MSCI EM from inception to 5/31/2019 and MSCI EM Small Cap from 6/1/2019 to present.

Returns are net of manager fees.

In Sept 2021, the benchmark for Newton Global Real Return changed to 40% Bloomberg Agg/30% MSCI ACWI/30% ICE BoA 91- day T-Bills.

10.3



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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





10.3



University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Reimbursement Resolution, Equipment – Master Lease Agreement Financing

CAMPUS PRESENTER(S): Tracy Elliott, VP of Finance and Controller

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

712 – Debt Policy

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The University of Maine System requests that the Board approve the Resolution for Reimbursement of Project Expenditures, which will allow the University to use subsequent financing proceeds to reimburse project expenditures made prior to debt issuance. This resolution facilitates financing using the Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp (BAPCC or Bank), as lessor, which the Board approved at its July 15, 2024 meeting.

The Lease/Purchase Agreement allows for the acquisition, purchase, financing and leasing of various equipment pursuant to the negotiated contract terms with BAPCC. Each project will have its own Bank Schedule that will detail the specific project and financing terms. As BAPCC requires each financing to be at least \$200,000, the University will group projects for financing purposes as needed. Prior to financing, the University may fund the expenditures internally and later be reimbursed from financing proceeds.

Before initiating project expenditures or financing, management will seek BOT approvals, when required, for capital equipment expenditures of \$500,000 or more consistent with BOT Policy Manual section 701 which addresses Operating and Capital Budgets.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the November 18, 2024 Board of Trustees meeting, for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, & Technology Committee and declares official intent for System reimbursement from the proceeds of tax-exempt obligations for certain capital expenditures funded by the System prior to the issuance of such tax-exempt obligations.

Attachments:

Reimbursement of Project Expenditures Detailed Resolution – Equipment Other than Energy Savings Projects

Previously Approved AIS - Request for Proposal – Financing Services Award, July 15, 2024

Reimbursement of Project Expenditures Detailed Resolution – Equipment Other than Energy Savings Projects

RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM, EXPRESSING THE SYSTEM'S INTENTION TO BE REIMBURSED FROM THE PROCEEDS OF TAX-EXEMPT OBLIGATIONS FOR CERTAIN CAPITAL EXPENDITURES TO BE PAID BY THE SYSTEM PRIOR TO THE ISSUANCE OF SUCH TAX-EXEMPT OBLIGATIONS.

WHEREAS, the University of Maine System (the “University System”), expects to incur capital expenditures, excluding Energy Service Company (ESCO) agreements/ Energy Savings Projects, aggregating approximately **\$1,000,000** for the acquisition and installation of various equipment, including but not limited to motor vehicles, research equipment, athletic equipment, technology equipment, and furnishings, as generally budgeted for in the operating or other appropriate budgets adopted by this Board of Trustees of the University System from time to time (collectively referred to herein as the “Project”); and

WHEREAS, funds for the Project will be provided on an interim basis from existing cash resources or temporary borrowings by the System (the “Temporary Advances”); and

WHEREAS, pursuant to the budgetary and financial policies and practices of the System, the Temporary Advances are not available to fund the Project on a long-term basis; and

WHEREAS, it is reasonably expected that the Project will be financed on a long-term basis with the proceeds of one or more issuances of tax-exempt obligations (each, “Tax-Exempt Obligations”) to be issued by the University System under applicable laws of the State of Maine; and

WHEREAS, except for any architectural, engineering and similar preliminary expenditures, this Resolution is being adopted **prior to or within 60 days after** the date of the payment of the capital expenditure to be reimbursed;

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of the System:

Section 1. Official Intent. The Board hereby declares official intent for the purposes of Section 1.150-2 of the Treasury Regulations, as follows: it is reasonably expected that (a) Temporary Advances for the Project will be reimbursed, in whole or in part, from the proceeds of the Tax-Exempt Obligations; (b) the aggregate principal amount of the Tax-Exempt Obligations will not exceed **\$1,000,000** for the Project; (c) such reimbursement from the proceeds of the applicable Tax-Exempt Obligations for all or any part of the Project **shall occur within 18 months** following the later of (i) the date the capital expenditure to be reimbursed was paid, or (ii) the date on which the related Project is placed in service, but not later than three years after the date of such capital expenditure for the related Project; and (d) the authorization and terms of the Tax-Exempt

Obligations shall be subject and pursuant to subsequent action and approval by the Board, if such approval is required and has not already been obtained.

Section 2. Effective Date. This Resolution shall take effect immediately upon its adoption.

DONE AND RESOLVED by the Board of Trustees of the University of Maine System, this 18 day of November, 2024.

11.1

University of Maine System
Board of Trustees
AGENDA ITEM SUMMARY

NAME OF ITEM: Request for Proposal – Financing Services Award

CAMPUS PRESENTER(S): Tracy Elliott, VP for Finance and Controller

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

712 – Debt Policy

UNIFIED ACCREDITATION CONNECTION: Maximize Financial Resources

BACKGROUND:

The University of Maine System (UMS) recently completed a Request for Proposal (RFP) process for Financing Services. The goal of the competitive process was to ensure that the UMS continues to receive favorable terms and conditions for ongoing capital equipment financing and Energy Services Contracts (ESCOs) with a qualified financial firm. The RFP requested pre-negotiated terms and conditions including:

- A fixed basis point markup above a publicly available index with tax-exempt and taxable financing terms.
- Financing terms of 2 years up to 10 years for capital equipment and up to and including 20 years for ESCOs, not to exceed the useful life of the property.

Based on a careful review and scoring of the proposals, the UMS Sourcing Committee recommends re-awarding the financing agreement to the incumbent, Banc of America Public Capital Corp (a wholly owned subsidiary of Bank of America, National Association (the “Bank”)) (“BAPCC”).

Once approved by the BOT, the UMS will work with the vendor to finalize the Master Equipment Lease/Purchase Agreement and any Terms and Conditions. Additionally, before completing individual financing schedules or agreements, management will seek BOT approvals, as required, for ESCOs and for capital equipment expenditures of \$500,000 or more consistent with BOT Policy Manual section 701 which addresses *Operating and Capital Budgets*.

As stated in its proposal, BAPCC’s Government Finance team is one of the tax-exempt industry’s largest financial solutions providers, with a nationwide presence in the municipal equipment financing realm. BAPCC structures, implements and distributes tax-exempt financing solutions to complement the current and long-term financial strategies of tax-exempt entities.

7/05/24

11.2

Further, BAPCC Energy Services is one of the nation's largest providers of tax-exempt, tax credit, and taxable lease purchase and direct placement financial solutions to public sector entities for energy efficiency and renewable energy projects. Their dedicated Energy Services team includes specialties in Transaction Management, Pricing, Contracts, and Legal and they are able to work with customers and ESCOs to model savings cash flows.

Key terms and features of the BAPCC proposal include:

Annual Funding Amount: The line of credit will be in place for one year with annual extensions, if requested, subject to annual credit and annual index pricing review.

Interest Rates: BAPCC uses the Secured Overnight Financing Rate (SOFR) Swaps Index plus a spread determined by the taxable or non-taxable nature of the financing and the lease term. Interest rates are held for 15 business days unless UMS requests a rate lock.

SOFR Defined: SOFR is a benchmark interest rate that measures the cost of borrowing cash overnight using Treasury securities as collateral. It is calculated daily by collecting repo data, averaging it, and publishing the result on the next business day. SOFR is used by financial institutions to set interest rates for other businesses and borrowers.

Rate Lock: UMS may lock rates for up to 180 days. Pricing for rate locks are market sensitive and are available upon request.

Maximum Funding: \$10 million with increased funding amounts available, subject to BAPCC review and approval.

Minimum Schedule Size: Minimum Financing Schedule amount is \$200,000.

Pre-payment for Capital Equipment: Pre-payable in whole and **NOT** in part during the first half of the term of financing at 102% of the principal balance, and thereafter pre-payable at par.

Pre-payment for Energy Transactions: On any periodic rental payment date and following 30 days advance written notice, UMS has the option to prepay its obligations (in whole and **NOT** in part) upon payment of the then-applicable Purchase Price, which will be calculated as 102% of the outstanding principal balance.

One-Time Optional Partial Prepayment: From and after UMS's delivery to BAPCC of the Final Acceptance Certificate, in the event that UMS receives a grant under the Inflation Reduction Act of 2022 for the Equipment (the "IRA Grant"), on a Rental Payment Date specified in the Payment Schedule, upon not less than 30 days prior written notice, UMS may prepay a portion of the Lease/Purchase which shall include a prepayment premium of 1% on the amount of the IRA Grant.

The Finance, Facilities, and Technology Committee approved this item to be forwarded to the July 14-15, 2024 Board of Trustees meeting, for approval of the following resolution:

7/05/24

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the University of Maine System to execute and deliver the Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp, as lessor, and separate schedules for the acquisition, purchase, financing and leasing of certain equipment and ESCO agreements pursuant to the negotiated contract terms resulting from Request for Proposal #2024-062; authorizing the execution and delivery of other documents required in connection therewith; and authorizing all other actions necessary to the consummation of the transactions contemplated by this resolution.

Approved by BOT July 15, 2024

11.2

7/05/24

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Vice Chancellor for Research and Innovation Update

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

[The VCRI is responsible for the implementation of the *Research Actions and Goals* articulated in the **University of Maine System Strategic Plan 2023-2028**](#)

Unified accreditation requires that the University of Maine System demonstrate that it has addressed all of the NECHE standards. One of these, standard 7, describes expectations for teaching, learning and scholarship:

The institution supports teaching and learning through a well-qualified faculty and academic staff, who, in structures and processes appropriate to the institution, collectively ensure the quality of instruction and support for student learning. Scholarship, research, and creative activities receive support appropriate to the institution's mission. The institution's faculty has primary responsibility for advancing the institution's academic purposes through teaching, learning, and scholarship.

BACKGROUND:

University of Maine System Vice Chancellor for Research and Innovation Dr. Joan Ferrini-Mundy will provide an update of activities during the November 18, 2024 board meeting.

Attachment

[VCRI Nov 2024 BOT Final](#)



Fostering the Development of Research Systemwide to Increase Research Contributions and Initiatives

November 18, 2024

Joan Ferrini-Mundy

UMS Vice Chancellor for Research and Innovation

Jason Charland

Senior Advisor to the VCRI and UMaine Executive Director of Research Development



12.1



1. Competitiveness Strategy
2. Research Development
3. External Awards Samples
4. Federal Relations

12.1





The UMS Strategic Plan focuses on increasing UMS competitiveness.

- Action 1:** UMS will further establish and invest in system-wide infrastructure to grow the research and development enterprise at our universities pursuant to a plan to be developed.
- Action 2:** Develop and incentivize cross-university collaboration in research and scholarship to attract new learners engaging in faculty-mentored learning.
- Action 3:** Secure increased investment in the Maine Economic Improvement Fund (MEIF) by the Maine legislature.
- Action 4:** Serve as an engine for innovation for Maine businesses, non-profits, state and local governments, communities, and the K-12 schools through plans to be developed.
- Action 5:** UMS and its universities will promote and celebrate scholarship and creative activity among our faculty.



12.1





The VCRI Research Leaders Group convenes quarterly.

- UMaine/UMS **Jason Charland**, Senior Advisor to the VCRI and Executive Director of Research Development
- UMaine **Kody Varahramyan**, Vice President for Research and Dean of the Graduate School
- UMaine **Jake Ward**, Vice President for Strategic Partnerships, Innovation, Resources and Engagement (SPIRE)
- UMM **Megan Walsh**, Dean and Campus Director
- USM **Elizabeth Goryunova**, Chair and Associate Professor, Leadership and Organizational Studies
- USM **Ross Hickey**, Assistant Provost for Research Integrity
- UMFK **Deb Hedeem**, President/Provost
- UMPI **Jason Johnston**, Dean, College of Arts and Sciences; Associate Professor of Wildlife Ecology
- UMA **Pamela MacRae**, Assistant Provost and Dean of the College of Arts and Sciences
- Maine Law **Anthony Moffa**, Associate Professor
- UMS **Samantha Warren**, Director of External Affairs, Director of Government & Community Relations
- UMF **Patty Williams**, Professor of Early Childhood Education and Division Chair for Elementary, Early Childhood, and Early Childhood Special Education & Secondary and Special Education

12.1





We are convening UMS researchers and partners around key topics in Maine and beyond.



Inaugural convening co-sponsored by
Presidents Edmondson and Ferrini-Mundy
“Rural Issues Symposium: Resilience and Revitalization”

Conference website: <https://www.maine.edu/rural-issues/>

- 250 participants (hybrid format)
- 50 poster sessions
- 2 plenary sessions
- Conference co-chairs: Cat Biddle, associate professor of educational leadership (UMaine); Vanessa Levesque, assistant professor of environmental science and policy (USM); and Jen Bonnet, research development associate for special projects (UMaine, Office of Research Development)

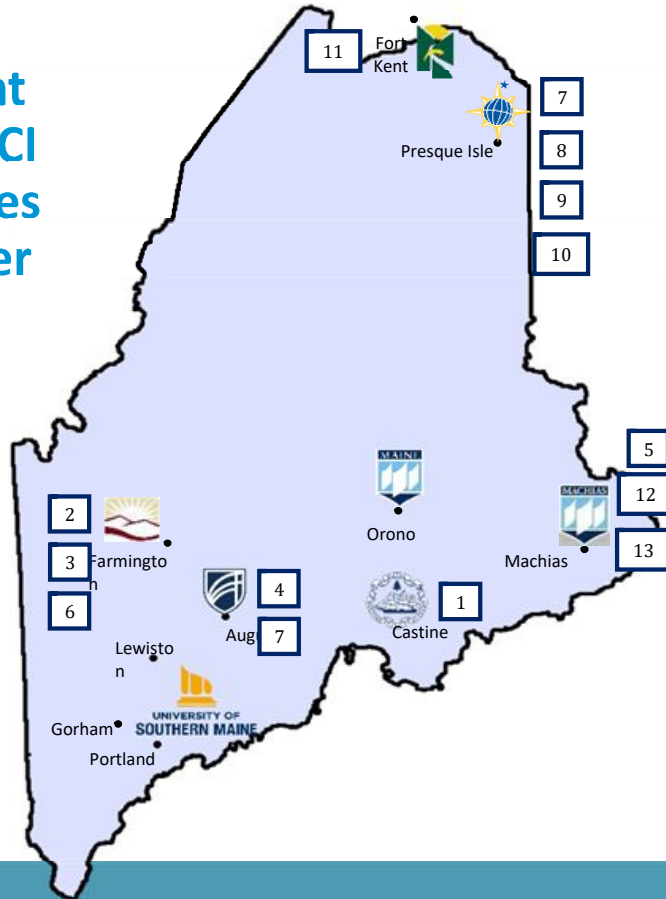
12.1





Annually we call for proposals through the MEIF small campus initiatives.

Current
MEIF SCI
Grantees
October
2024



Project Titles, Abbreviated

1. Imaging Flow Cytometry and eDNA/qPCR Technologies
2. Tracking Water Clarity and Seasonal Change in Maine Lakes
3. Applied Makerspaces
4. Drone Workforce & Community Economic Development
5. R&D for Maine's Wild and Cultured Shellfish Industry
6. Biotechnology Workforce Development
7. MLT Program Modernization & Meeting Demand* (UMA&UMPI)
8. A Remote Field Vehicle for Research on Northern Maine's Natural Resources
9. Remediating Heavy Metals and PFAS Contaminated Wastewater
10. Greenhouse Research for Economic Growth
11. Repurposing Biochar Residues as Soil Amendments
12. Aquaculture Workforce Development
13. Entrepreneurship and Innovation in Maine's Mariculture and Marine Science Sectors

12.1



Research development programming is offered Systemwide.

UMS Grants Academy: **core grant-writing training**

UMS Research Affiliates: **convenes alumni of Grants Academy with research experts from across UMS System**

Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER) **connects interested UMS faculty with a mentor-colleague**

UMS Graduate Student Exchange Pilot (GSEP). **30+ graduate student placements to UMS campuses**

UMS Research and Innovation Speakers Series **features UMS faculty leading research and workforce development projects**



12.1





Winning federal grants supports research learning for students.

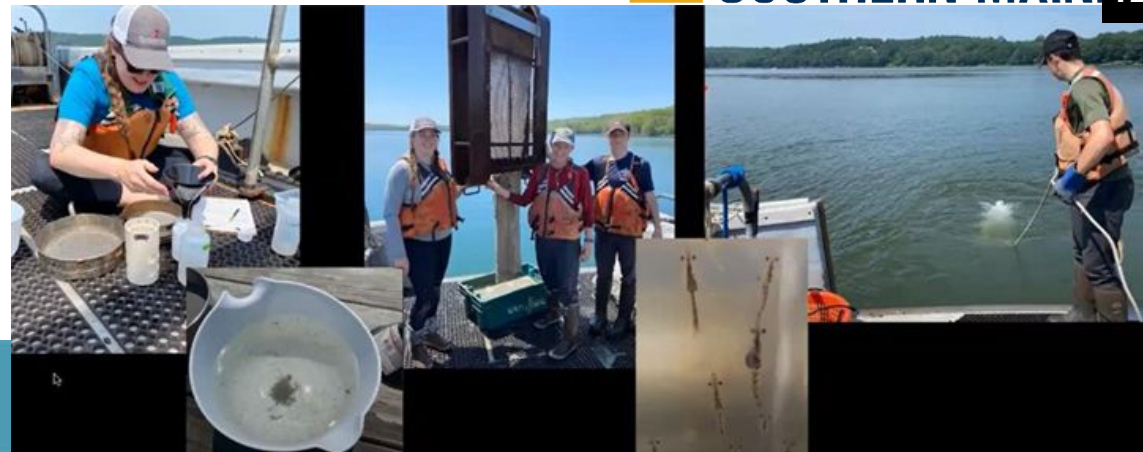
A \$550K NSF award to **Tim Breton** at UMF is exploring hormone receptors in fish and creates research opportunities for faculty and students including from four Maine high schools.



Rachel Lasley-Rasher's \$254K National Science Foundation "RUI: Collaborative Research: Characterizing Benthic Mysid Ecology and Animal-fluid Interactions in Response to Background Flow, Food, and Light Conditions" project will support training for two graduate students at the interface of fluid mechanics, instrumentation, and ecology. Students will conduct a comprehensive investigation of mysid behavior in their natural environment, including their interactions and distribution under varying local flow, food, and light conditions.



UNIVERSITY OF
SOUTHERN MAINE 12.1





Winning federal grants supports research learning for students.

With support from the USDA through the Northern States Research Cooperative, UMPI faculty and students are working on assessing DNA gathered from the environment (environmental DNA, aka eDNA) as a monitoring tool for forest arthropod biodiversity and pests. This 2024 award is led by **Jason Johnston**.



12.1





Winning federal grants supports research learning for students.

\$2.5M NSF grant through the S-STEM program will support up to **25 Pell Grant-eligible undergraduate students over the next five years who are pursuing degrees in marine sciences**, providing tuition assistance, internships, research opportunities and professional development.

Led by UMaine School of Marine Sciences Director, Heather Hamlin and Cooperative Extension research & outreach coordinator Scarlett Tudor



In July 2023, 4-H students interacted with a touch tank set up by undergraduates while touring the Center for Cooperative Aquaculture Research (CCAR). UMaine students involved in the new SEABeARS program will create educational materials for youth in UMaine Extension's statewide 4-H programs.

12.1





UMS federal relations activities stimulate innovative ideas for Maine.

Annual UMS Call for Ideas

- Occurs each fall – open call for concepts
- Funding pathways include:
 1. CDS/earmark consideration (one-time/capital projects)
 2. Federal agency support
 3. Private support
 4. Internal support including UMS TRANSFORMS, MEIF and RRF
- FY25 requests still pending in Congress
- FY26 process underway for submissions to delegation anticipated in early spring 2025

Cumulative impact has resulted in 48 CDS awards to UMS for \$128,950,730 (FY22-24)

Project type	Amount
Capital projects	\$89,411,000
Research and Development	\$15,046,000
Education and Outreach	\$24,493,730
TOTAL:	\$128,950,730

12.1



Thank You!

Joan Ferrini-Mundy

Vice Chancellor for Research & Innovation, University of Maine System
President, University of Maine and University of Maine at Machias

joan.ferrinimundy@maine.edu

Linked  Joan Ferrini-Mundy  Presferrinimundy  umainepres

12.1

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Requested exception to Board Policy 310

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:

BACKGROUND:

The University of Maine has requested a one-time exception to board policy for awarding prior credit toward tenure. According to section 310 (Tenure) of the University of Maine System Administrative Procedures Manual, “[the] time credited as probationary years with regard to service at other institutions of higher education, whether units of the University of Maine System or not, shall not exceed three years.” The faculty, dean, provost, and president at the University of Maine recommend this exception to policy for a four-year award of credit toward tenure.

The Academic and Student Affairs Committee approved the following resolution to be forwarded to the November 17-18, 2024 Board of Trustees meeting for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee and approves an exception to BOT policy 310.

Attachment

[Requested Exception to Policy 310 \(Confidential\)](#)

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY
(Information Item Only)

NAME OF ITEM: IT Project Updates

INITIATED BY: Roger J. Katz, Chair

BOARD INFORMATION: X

BOARD ACTION:

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

Dr. Robert Placido, Chief Information Officer, provides this overview of ongoing Information Technology initiatives, emphasizing recent progress, challenges, and achievements within key projects that support the University of Maine System's strategic goals. The IT department is actively managing these essential projects, each contributing to the enhancement of our technological infrastructure and operational efficiencies, aligning with the University's mission to foster educational excellence through technology, collaboration, and service.

HighPoint Course Auditor (Simulation Mode)

The HighPoint Course Auditor initiative has recently entered an advanced configuration phase. Following a productive meeting between the UMS Degree Progress Report team and HighPoint on October 31, 2024, the project team completed the initial setup in the Campus Solutions test environment on October 30, 2024. The project is now focusing on campus-specific configurations. The simulation mode of Course Auditor, once operational, will play a crucial role in assessing the current state of degree audit data within Campus Solutions, identifying existing data gaps, and enabling the team to formulate a detailed plan for a full implementation. This project is currently **20% complete** and remains **on track**. There are no blockers hindering progress at this time. The next steps include finalizing test environment configurations by November 21, 2024, and engaging with campus functional teams to address unique trends and training needs, starting on November 18, 2024. Once the initial assessment is complete, the project team will collaborate with the campus teams on a systemwide data cleanup effort, with the anticipated completion of the full project targeted for May 2025.

Brightspace Performance Plus Learning Analytics Dashboards

This project, which seeks to enhance learning experiences by leveraging advanced analytics. D2L has provided the required reports, enabling significant progress. Key dashboards for UMPI's needs were delivered by October 30, 2024, and both technical and user acceptance testing were successfully completed on October 31, 2024. With all project objectives achieved, the final project closeout was completed on November 1, 2024.

The **Brightspace Performance Plus Learning Analytics Dashboards** project is now **100% complete**, with a final status of **completed**.

04/29/2024

Parchment Transcript & Diploma Implementation

The **Parchment Transcript and Diploma Implementation** continues to move forward with steady progress. Over 25 hours of collaboration between UMS and Parchment technical teams have resulted in advancements across Single Sign-On (SSO) configuration, transcript installation, and system testing within Campus Solutions. Recently, the project identified a unique SSO configuration requirement, for which a solution has been identified and will be implemented in an upcoming meeting with Parchment on November 6, 2024. The transcript implementation is a critical prerequisite for the diploma project, slated to start in early December, which will focus exclusively on functional tasks without any additional technical setup.

This project is **68% complete** and remains **on track** with no current blockers. Upcoming steps include additional technical meetings with Parchment on November 6, 2024, to finalize system configurations, with formal User Acceptance Testing (UAT) beginning on November 13, 2024. Functional training for diplomas is scheduled for December 6, 2024, and the project is anticipated to conclude by December 10, 2024.

Boomi Implementation

The Boomi Implementation project officially commenced on November 1, 2024, with an initial intensive training series that began on November 4, 2024. The technical team is also working on a proof-of-concept data integration that will be utilized during the second phase of training. Currently, this project is **1% complete** and is **on track** with no blockers to note. Next steps include ongoing infrastructure planning meetings with Boomi, scheduled for November 6, 2024, and the completion of initial training by November 18, 2024. The team is targeting April 2024 for the completion of core system integrations, with the final project phase slated for December 15, 2025.

Unified Course Search Improvements

The **Unified Course Search Improvements** initiative is still in the early planning stages. Following the signing of a contract with HighPoint on September 26, 2024, work began in October with a high-level needs assessment and initial planning efforts. The project aims to develop a customized, comprehensive course search tool for the University.

Currently, this project is in the **planning phase**, with no percentage completion assigned and no blockers. A project kickoff meeting is scheduled with HighPoint for mid-November 2024, after which the team will begin defining the project scope and drafting a timeline. The anticipated completion of the project is Spring 2025.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Data Integration System Purchase

CAMPUS PRESENTER(S): Robert Placido

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

[BOT Policy 701](#)

UNIFIED ACCREDITATION CONNECTION:

This will enable UMS to be faster at the adoption and integration of systems to support unified accreditation.

UMS STRATEGIC PLAN CONNECTION:

The Strategic plan has several objectives that require new systems. These critical systems need to be integrated with existing systems.

BACKGROUND:

a. Summary of the Request

We are requesting approval to purchase and implement the Boomie Integration Platform to enhance our data integration capabilities across the university's various systems and departments. Boomie will enable seamless connectivity between our on-premises and cloud applications, improving data accuracy, operational efficiency, and supporting our strategic objectives in digital transformation.

b. Overall Requested Budget and Funding Source(s)

- **Total Budget Requested:** \$2,499,583.49 over a 5-year period.
- **Yearly Breakdown:**
 - **Year 1 Subtotal:** \$499,935.52
 - **Year 2 Subtotal:** \$499,935.52
 - **Year 3 Subtotal:** \$499,904.15
 - **Year 4 Subtotal:** \$499,904.15
 - **Year 5 Subtotal:** \$499,904.15
- **Funding Sources:**
 - **Operational Budget:** \$499,583.49 from the operational budget. We reduced our overall budget to cover these costs, so no new money is needed.
 - **Anticipated Savings:** Additional soft cost (salary time) savings from decommissioning legacy systems and reducing manual processes.

c. Inclusion in Existing Plans

This project is not currently included in the Master Plan, Long-Term Capital Plan, or the 1-Year Capital Plan most recently approved by the Trustees. The need for a unified integration platform became urgent due to recent expansions in our digital infrastructure and the pressing requirement to improve data interoperability. We are bringing this proposal forward now to address these emerging needs promptly.

11/1/24

d. Rationale and Metrics for Success

- **Rationale:**
 - **Operational Efficiency:** Boomi will automate data flows between critical systems (e.g., Student Information Systems, HR, Finance), reducing manual data entry and errors.
 - **Strategic Alignment:** Supports our mission to leverage technology for enhancing educational delivery and administrative services.
 - **Scalability:** Provides a scalable solution to accommodate future growth and technological advancements.

e. Scope and Substance of the Project

- **Scope:**
 - Implement Boomi across all enterprise systems to integrate over 50 disparate applications.
 - Train IT staff and end-users on the new platform.
 - Decommission redundant systems and consolidate data repositories.
- **Community Impact:**
 - Enhances the ability of faculty and staff to access real-time data, improving decision-making and student services.
 - Facilitates better collaboration between departments through unified data access.
- **Alignment with University's Mission:**
 - Promotes innovation in administrative processes.
 - Supports academic excellence by ensuring reliable and timely data is available for educational planning and student support.

f. Project Timeline

1. **Start:** October 2024
2. **Deployment Phases:**
 - **Phase 1: Implementation, training, initial integrations during Q4 2024**
 - **Phase 2:** Core system integrations completed in Q1 2025
 - **Phase 3:** Full system roll-out by Q3 2025
3. **Completion:** Project finalized with current enterprise systems integrated in Q4 2025

g. Timeline for Further Board Consideration

- **Progress Updates:** We will provide an update to the Board on project completion.
- **Additional Approvals:** No further Board actions are anticipated unless project scope or budget adjustments are required.

h. Additional Information

- **Vendor Selection Process:** Boomi was selected through a Higher Ed cooperative agreement as assessed and recommended by University subject matter experts. This approach aligns with the University of Maine System's procurement policies (APL VII-A) for efficient and cost-effective acquisition of goods and services.
- **Risk Management:** The vendor has provided a SOC 2 report and executed a Data Processing Agreement, which serve as foundational components of our risk management strategy. These documents offer assurance on the vendor's security controls and data handling practices, addressing key areas of potential risk in our Boomi implementation.
- **Compliance:** The platform complies with all relevant data protection regulations, including FERPA and HIPAA where applicable.

Note: As the total expenditure is above \$500,000 and below \$5 million, this proposal is being presented for full Board approval in November.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the November 18, 2024 Board of Trustees meeting, for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System to spend \$2,499,583.49 over a 5-year period to purchase and implement the Boomi Integration Platform.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Acceptance of Minutes

INITIATED BY: Patricia A. Riley, Chair

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

N/A

UNIFIED ACCREDITATION CONNECTION:

N/A

BACKGROUND:

The following minutes will be presented to the Board of Trustees for approval at the November 18, 2024, Board meeting:

August 26, 2024 Academic and Student Affairs Committee Meeting

August 26, 2024 Human Resources and Labor Relations Committee Meeting

August 28, 2024 Finance, Facilities and Technology Committee Meeting

September 15-16, 2024 Board of Trustees Meeting

September 26, 2024 Investment Committee Meeting

The Board of Trustees website link to the minutes is: <http://www.maine.edu/about-the-system/board-of-trustees/meeting-minutes/>

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees approves the minutes as presented.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: A.S. in Cybersecurity, UMA

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review,
.. & Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

As emphasized in the 2023-28 University of Maine System Strategic Plan, unified accreditation is "the mechanism through which our universities and law school are able to maximize resources and capitalize on opportunities for growth and collaboration."

The Academic and Student Affairs Committee of the Board ensures that every effort is made to operationalize unified accreditation in its review of proposed academic programs.

The Vice Chancellor for Academic and Student Affairs has actively explored multi-university collaboration(s) for this proposed academic program with the system-wide Chief Academic Officers Council. The proposed program

☐ represents a multi-university collaboration in the following way(s):

☐ may represent a future multi-university collaboration under the following condition(s) and in the following way(s):

☒ does not represent a multi-university collaboration for the following reason(s):

This will be the only A.S. in Cybersecurity offered within UMS.

If the proposed academic program fulfills/advances one or more actions or goals in the UMS Strategic Plan, please indicate by name which action(s) and/or goal(s) that is, and how the proposed program will fulfill or advance it/them:

This proposal meets and advances the goal articulated in the Strategic Plan's Commitment 2 (Effective Academic Portfolio Actions section), Action 1: *Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.*

BACKGROUND:

The University of Maine at Augusta currently offers bachelor's and graduate-level programs in cybersecurity. This new associate-level program will expand the university's portfolio of offerings to give adult learners and transfers an additional pathway toward a credential of value. As part of their curriculum, students are given the opportunity to earn industry-recognized certifications such as CompTIA Network+, Security+, and CySA+.

The Academic and Student Affairs Committee approved the following resolution to be forwarded to the November 17-18, 2024 Board of Trustees meeting for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee, and approves the Associate of Science in Cybersecurity at the University of Maine at Augusta.

Attachment

[New Program A.S. in Cybersecurity, UMA](#)



UMS Academic and Student Affairs
 Estabrooke Hall
 Orono, Maine 04469
 207-973-3211
 www.maine.edu

Date: October 17, 2024


To: Dannel Malloy, Chancellor
 University of Maine System (UMS)

From: Jeffrey St. John, VCASA }

Regarding: New Program Addition, Associate of Science in Cybersecurity, UMA

Please find the attached program proposal from the University of Maine at Augusta to offer the Associate of Science in Cybersecurity. The attached materials include documentation of university-level support, including approval from the President and the full program proposal.

The Chief Academic Officers Council reviewed and recommended the proposed addition of the Associate of Science in Cybersecurity on October 1, 2024. I also recommend this program addition.

I approve	I do not approve for the reasons listed below	Additional information needed for decision	Action
			Recommend the A.S. in Cybersecurity at UMA


 Chancellor Dannel Malloy

10.17.24
 Date

17.1

Maine's Public Universities

University of Maine • University of Maine at Augusta • University of Maine at Farmington
 University of Maine at Fort Kent • University of Maine at Machias • University of Maine at Presque Isle
 University of Maine School of Law • University of Southern Maine



OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS & PROVOST

207.621.3360 *office* / 207.621.3293 *fax*

46 University Drive, Augusta, Maine 04330-9488
www.uma.edu | 1.877.UMA.1234

MEMORANDUM

TO: Jeffrey St. John
Vice Chancellor of Academic Affairs

FROM: Joseph Szakas
Vice President of Academic Affairs/Provost

DATE: July 8, 2024

SUBJECT: Program Proposal (Steps 2 & 3): Associate of Science in Cybersecurity

The University of Maine at Augusta (UMA) is seeking approval of a program proposal for an Associate of Science in Cybersecurity to begin in the Fall of 2024.

Rationale:

The Associate of Science in Cybersecurity aligns with the UMS Strategic Plan, particularly the goals of enrollment, retention and workforce development. This degree will meet the demand of transfer students and non-traditional students who are returning to higher education and seeking a career change or advancement. The curriculum for the AS Cybersecurity degree is a subset of the current Bachelor's degree in Cybersecurity. Students will have the opportunity to earn industry certifications such as CompTIA Network+, Security+ and CySA+ which serve as a good starting point for entry-level positions.

APL X-P.1 "Academic Program Approval," Step 2: Development of Program Proposal, states that upon approval of an ITP from the VCASA office, a Program Proposal will be prepared and evaluated through the university's normal curricular process(es). After completion of the program proposal, the university-level evaluation is initiated by the distribution of the proposal to the university's normal curricular process.

UMA's Intent to Plan for an Associate of Science in Cybersecurity was reviewed by the Chief Academic Officers and approved by the Vice Chancellor of Academic Affairs on May 17, 2023. The AS Cybersecurity received full review and approval by the appropriate campus stakeholders including the Cybersecurity Department Coordinator, Dean of the College of Arts and Sciences, UMA Curriculum Committee, UMA Faculty Senate, myself and the President.



OFFICE OF THE PRESIDENT

207.621.3041 office | 207.621.3393 fax

46 University Drive, Augusta, Maine 04330-9488
www.uma.edu | 1.877.UMA.1234

MEMORANDUM

TO: Jeffrey St. John
Vice Chancellor of Academic Affairs

FROM: Jenifer Cushman, President
Joseph Szakas, Vice President of Academic Affairs/Provost


DATE: July 8, 2024

SUBJECT: Associate of Science in Cybersecurity

Please accept this memo as our full support and approval of an Associate of Science in Cybersecurity. The intent to plan was previously submitted and approved on May 17, 2023.

Please let us know if you need additional information.

Best,



Jenifer Cushman, President



Joseph Szakas, Provost



Program Proposal
Associate of Science in Cybersecurity

I. Full Program Title:

Associate of Science in cybersecurity

II. Program objectives and content

In proposing a Cybersecurity Associate's degree, the faculty of the Cybersecurity and CIS program are mindful of a number of curricular, student-centered, and institutional benefits. The completion an Associate's Degree substantively represents a student's successful introduction to the subject matter in the cybersecurity field. An associate degree can be particularly important for non-traditional students for several reasons. Non-traditional students typically include those who are returning to education after a break, those balancing work and family responsibilities, and those seeking a career change or advancement. An associate degree can be particularly important for non-traditional students for several reasons. Non-traditional students typically include those who are returning to education after a break, those balancing work and family responsibilities, and those seeking a career change or advancement. Credits earned in an associate degree program can often be transferred to a four-year college or university, allowing students to pursue a bachelor's degree with some coursework already completed. It provides a solid foundation and eases the transition for those who decide to pursue further education later on. Many students either never complete a 4-year degree or take a significant period of their life to complete a 4-year degree. These students have nevertheless accomplished significant academic progress that is worthy of formal recognition. Research suggests that adding "milestone" markers of accomplishment along the path to a bachelor's degree (Moore and Shulock 2009) have the potential to increase the likelihood of 4-year degree completion among undergraduates (Taylor and Giani 2019). Cybersecurity Associate degree recipients will have the opportunity to participate in the "signature event" of a graduation ceremony, which itself has been shown to reinforce a sense of positive affiliation with the university and to thereby contribute to student retention (Kulp et al. 2021). Overall, an associate degree offers a practical, accessible, and flexible educational pathway that aligns with the unique needs and goals of non-traditional students, empowering them to enhance their careers and personal lives.

Please see the *Appendix* for the proposed program check sheet.

No new support is needed. This program leverages existing faculty and courses at UMA.

IV. Program Overview

Outline of the future program evaluation process

Per UMA guidelines, the Cybersecurity program will submit annual reports for the proposed associate's degree, along with our reports for the existing baccalaureate degree. These reports include standard quantitative metrics such as enrollment data, student headcounts, number of majors, and number of graduates as well as detailed qualitative information on areas such as program growth and identifying and addressing student barriers.

In addition to annual reports, the degree would undergo an external review every 5 years that guides the program. These external reviews provide feedback from major stakeholder groups including students, graduates, content experts, local workforce and agency partners, and Maine legislators.

Accommodations for diverse accessibility needs under Americans with Disabilities Act (ADA)

The proposed degree would leverage existing support structures at both the program and institution level.

- University of Maine at Augusta's Student Support Services office ([link](#))
- Brightspace, course management software, has an embedded tool called "Ally" which reviews the accessibility of our Brightspace websites. UMA is a leader.

Documentation of the university's approval process, including letters of support from the university president and provost

Attached Appendix.

V. Program Resources

Pro Forma statement (maintained by the VCASA office)

This Pro Forma statement aims to justify the creation of this degree:

1. Market Demand and Student Interest:

- The field of Cybersecurity continues to grow in relevance and importance, addressing critical issues and presenting job opportunities in Maine and beyond.
- Analysis of market data indicates an increased demand for professionals with foundational knowledge in cybersecurity disciplines.
- There is a strong interest in pursuing degrees such as the Associate's

- Since the proposed degree leverages existing faculty and requires no new courses, the degree will be financially self-sustaining, only contributing positively to the university's enrollment and retention of degree-seeking students.

7. Conclusion:

- In summary, the introduction of an Associate's Degree in Cybersecurity aligns with the UMA's academic mission and the UMS Strategic Plan -- it responds to market demand for workforce skills, addresses student needs for a comprehensive cybersecurity education, promotes transferability and adult degree completion, and will sustainably contribute to enrollment and retention.

Cybersecurity, AS**Delivery Area: Online****Associate Degree Requirements:**

- Minimum 61 Credit Hours
- Writing Intensive Course
- Minimum Cumulative G.P.A.: 2.00
- 15 Credit Hours of Residency Courses
- 9 Credits of Major Residency Courses
- Minimum G.P.A. in the Major: 2.00

Program Major Requirements (36 Credit Hours):

Course Name	CR	Term Taken	Grade	Gen Ed
CIS 101 - Introduction to Computer Science	3 CR			
CIS 110 - Programming Fundamentals	3 CR			
CIS 220 - IT Hardware and Systems Software	3 CR			
CIS 221 - Linux	3 CR			
CIS 240 - Networking Concepts	3 CR			
ISS 210 - Introduction to Information Systems Security	3 CR			
ISS 212 - Cybersecurity Scripting	3 CR			
ISS 232 - Introduction to Cyber Forensics	3 CR			
ISS 240 - Security Policy and Governance	3 CR			
ISS 282 - Cyber Operations	3 CR			
MAT 115 - Elementary Statistics I	3 CR			
BUA 223 Principles of Business Management	3 CR			

Other Program Requirements (25 Credit Hours)

Course Name	CR	Term Taken	Grade	Gen Ed
Complete any 100-level Communications course (3)				
ENG 101 - College Writing	3 CR			
ENG 317W - Professional Writing	3 CR			
MAT 111 - Algebra II or higher	3 CR			
• Complete any 100-level Laboratory Science course 4 CR				

Complete one of the following Fine Arts electives (3):

Course Name	CR	Term Taken	Grade	Gen Ed
ARC 100 - Architectural Design Studio for the Non-Majors	3 CR			
• ARH xxx any Art History course				
• ART xxx any Art course				
• DRA xxx any Drama course				
ENG 351W - Creative Writing	3 CR			
ENG 452W - Creative Writing II	3 CR			
• MUH 1xx any 100-level Music History course				
• MUS 1xx any 100-level Music course				

Complete one of the following Humanities electives (3):

Course Name	CR	Term Taken	Grade	Gen Ed
AME xxx any American Studies course				
ARH 105 - History of Art and Architecture I	3 CR			
ARH 106 - History of Art and Architecture II	3 CR			
• ASL 1xx/2xx any 100- or 200-level ASL course				
• DRA xxx any Drama course				
• ENG xxx any English course (except ENG 100, ENG 101, ENG 210W, ENG 317W or ENG 320W)				
• FRE xxx any French course				
• HGH xxx any Holocaust, Human Rights & Genocide course				
• HTY xxx any History course				
• HUM xxx any Humanities course				

17.1

Email address uma.curriculum@maine.edu

Curriculum Proposal Name AS Cybersecurity

Curriculum Proposal File File 1

Transmitting Faculty Henry Felch

Transmitting Faculty Signature Date Mar 29, 2023

Dean Brenda McAleer


Dean Signature Date Mar 29, 2023

Curriculum Committee Chair Matt Dube

Curriculum Transmittal Date Apr 12, 2023

Secretary of the Senate Jessica Winck

Senate Approval Date Apr 21, 2023

Provost  5/10/2023

President

17.1

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University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: New Academic Program Proposal: B.S. in Computer Science and Business, UM

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

305.1 Program Approval, Review & Elimination Procedures

UNIFIED ACCREDITATION CONNECTION:

As emphasized in the 2023-28 University of Maine System Strategic Plan, unified accreditation is "the mechanism through which our universities and law school are able to maximize resources and capitalize on opportunities for growth and collaboration."

The Academic and Student Affairs Committee of the Board ensures that every effort is made to operationalize unified accreditation in its review of proposed academic programs.

The Vice Chancellor for Academic and Student Affairs has actively explored multi-university collaboration(s) for this proposed academic program with the system-wide Chief Academic Officers Council. The proposed program

X represents a multi-university collaboration in the following way(s):

X may represent a future multi-university collaboration under the following condition(s) and in the following way(s):

___ does not represent a multi-university collaboration for the following reason(s):

In the past year, representatives from computing programs across UMS have come together to form a grass-roots UMS Computing Consortium to discuss vision, solve problems, and pursue common goals. One product of those collaborations has been the alignment of technical courses across the five UMS institutions that have such a course (UMaine, USM, UMA, UMF, UMPI). By aligning courses, upper-level electives at one campus become more accessible to students at others, especially since such courses are often available by distance. UMS Computing Consortium representatives have been actively collaborating to smooth the path for students wanting to take advantage of this flexibility. Through this mechanism, upper-level computing courses at any of these five campuses may be counted toward the computer science elective requirement of the Computer Science and Business (CSB) degree. UMS Computing Consortium representatives have discussed the CSB combined major and the potential for such cross-campus registrations, and have indicated their support.

If the proposed academic program fulfills/advances one or more actions or goals in the UMS Strategic Plan, please indicate by name which action(s) and/or goal(s) that is, and how the proposed program will fulfill or advance it/them:

This proposal meets and advances the goal articulated in the Strategic Plan's Commitment 2 (Effective Academic Portfolio Actions section), Action 1:

Develop innovative programs and curricula responsive to changing economic and workforce needs, data-driven projections of growth areas, and technological innovation.

BACKGROUND:

The Maine Business School, Maine College of Engineering and Computing, and College of Liberal Arts and Sciences at the University of Maine propose a B.S. in Computer Science and Business, offered jointly by the School of Computing and Information Science and the Maine Business School. This program is designed to teach students how technical and computing activities and solutions fit into enterprise-scale and small-business organizations to drive firm performance. The combination of strong technical computing skills, foundational knowledge of business functions, and experience using technical skills for organizational improvement will meet the workforce needs of business and computing professionals seeing administrative roles in all organizations.

The Academic and Student Affairs Committee approved the following resolution to be forwarded to the November 17-18, 2024 Board of Trustees meeting for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION

That the Board of Trustees accepts the recommendation of the Academic and Student Affairs Committee, and approves the Bachelor of Science in Computer Science and Business at the University of Maine.

Attachment

[New Program UM BS in Computer Science and Business](#)



UMS Academic and Student Affairs
 Estabrooke Hall
 Orono, Maine 04469
 207-973-3211
 www.maine.edu

Date: October 17, 2024

To: Dannel Malloy, Chancellor
 University of Maine System (UMS)

From: Jeffrey St. John, VCASA *JS*

Regarding: New Program Addition, Bachelor of Science in Computer Science and Business, UM

Please find the attached program proposal from the University of Maine to offer the Bachelor of Science in Computer Science and Business. The attached materials include documentation of university-level support, including approval from the President and the full program proposal.

The Chief Academic Officers Council reviewed and recommended the proposed addition of the Bachelor of Science in Computer Science and Business on October 1, 2024. I also recommend this program addition.

I approve	I do not approve for the reasons listed below	Additional information needed for decision	Action
<i>✓</i>			Recommend the Bachelor of Science in Computer Science and Business at UM

Dannel Malloy
 Chancellor Dannel Malloy

10.17.24
 Date

18.1

Maine's Public Universities

University of Maine • University of Maine at Augusta • University of Maine at Farmington
 University of Maine at Fort Kent • University of Maine at Machias • University of Maine at Presque Isle
 University of Maine School of Law • University of Southern Maine

Office of the Executive Vice President
for Academic Affairs & Provost



5703 Alumni Hall, Suite 201
Orono, Maine 04469-5703
Tel: 207.581.1547
Fax: 207.581.1633
umaine.edu

MEMORANDUM

June 13, 2024

TO: Jeff St. John
Vice Chancellor for Academic & Student Affairs (UMS)

FROM: John C. Volin
Executive Vice President for Academic Affairs & Provost (UM)

SUBJECT: Program Proposal: Combined Computer Science and Business major (CSB)

The Maine Business School, Maine College of Engineering and Computing, and College of Liberal Arts and Sciences at the University of Maine proposes a B.S. in Computer Science and Business offered jointly by the School of Computing and Information Science and the Maine Business School with a proposed launch date of spring 2025.

Rationale

The ITP was approved by the CAOC September 2, 2022 (see attached). A combined Computer Science and Business degrees would address urgent workforce needs for employees with strong technical and professional skills while providing promising opportunities for graduates. The new major would build upon an existing partnership between the two academic units and will attract new enrollment. The CSB degree is unique from the degrees offered by the School of Computing and Information Sciences and other UMS computing degrees. Where the computer science programs focus primarily on algorithms, software development and foundations and applications of computing technology and IT/IS degrees focus on supporting and maintaining IT and information systems, the CSB major provides students with software development skills and adds business acumen, soft skills, teamwork and problem-solving skills into the curriculum.

In the past year, representatives from computing programs across UMS have come together to form a grass-roots UMS Computing Consortium to discuss vision, solve problems, and pursue common goals. One product of those collaborations has been the alignment of courses in Data Structures across the five UMS institutions that have such a course (UMaine, USM, UMA, UMF, UMPI). Data Structures is typically a third or fourth-semester course that serves as a gateway and prerequisite to upper-level electives. By aligning Data Structures courses, upper-level electives at one campus become more accessible to students at others, especially since such courses are often available by distance. UMS Computing Consortium representatives have been actively collaborating to smooth the path for students wanting to take advantage of this flexibility. Through this mechanism, upper-level computing courses at any of these five campuses may be counted toward the CS elective requirement of the CSB degree. UMS Computing Consortium representatives have discussed the CSB combined major and the potential for such cross-campus registrations and indicated their support.

RECOMMENDED ACTION: This proposal has received all appropriate campus review and approval. I fully support and recommend the creation of the B.S. in Computer Science and Business within the Maine Business School, the Maine College of Engineering and Computing, and the College of Liberal Arts and Sciences at the University of Maine. Please let me know if you have any questions or if there is any additional information you desire.

Approved By:



John C. Volin
Executive Vice President for Academic Affairs & Provost

June 14, 2024
Date

Attachments

1. Revised Intent to Plan CSB
Date: May 2024
2. New Major Proposal CSB
Date: 18 May 2024
3. ITP New Combined majors in Computer Science
Date: 14 July 2022
4. CAOC Approval Memo
Date: 2 September 2022

BS Computer Science and Business (Combined Major)
Intent to Plan, April 2022 (revised May 2024)

The School of Computing and Information Science and the Maine Business School jointly request permission to plan a **BS in Computer Science and Business**. The proposed launch date is spring 25. Courses to begin the major are available now.

Technical computer skills have become increasingly important for business students wishing to address problems in for-profit and non-profit organizations throughout their careers. Similarly, business knowledge is valuable for students studying computer science to understand how their activities fit into the focus of the organization on driving firm performance. This major will address both interests by infusing a computing degree with a sense of the challenges of working within business contexts. This combination of strong technical skills, foundational knowledge of business functioning, and experience using those technical skills to improve their organizations will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Business major would include core courses in each domain, electives chosen to complement the combination, and coursework that integrates the disciplines. This is different from a double major in that the courses from each discipline respond to the other to create a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Business degree in terms of employment destinations for students. A Lightcast market analysis for CS and Business combined find approximated 7,500 (Maine), 100,000 (New England), and 2,000,000 (nationally) annual openings, with a positive growth outlook in all three geographic areas.

New Major Proposal**18 May 2024****For consideration by the Maine Business School (MBS), Maine College of Engineering and Computing (MCEC), and College of Liberal Arts and Sciences (CLAS)**

1	Proposed Program Title	Bachelor's Degree in Computer Science and Business (CSB)		
2.	Primary Applicant -			
	Name:	Penny Rheingans, C. Matt Graham, & Patti Miles		
	Position Title:	Professor, SCIS, MCEC and CLAS Associate Professor of Business Information Systems Professor, and Associate Dean of the Maine Business School		
	Campus Address:	The University of Maine		
	Contact Number:	581-2183	Email:	penny.rheingans@maine.edu c.matt.graham@maine.edu patti.miles@maine.edu
	Signature/Date:			

College Deans: Dr. Jason Harkins, Dr. Giovanna Guidoboni, Dr. Emily Haddad

Proposed New Degree Summary

The School of Computing and Information Science (SCIS) and the Maine Business School (MBS) jointly request permission to create and offer a **BS in Computer Science and Business (CSB)**. The proposed launch date is fall 2024. This new major will build upon the foundations of the existing Computer Science (CS) and Business Administration (BUS) majors, expanding upon an existing partnership between the two academic units. As a major, Computer Science and Business will attract new enrollment and produce graduates with cutting-edge skills, fulfilling a growing need among Maine employers.

1. The Opportunity

A combined Computer Science and Business degree would address urgent workforce needs for employees with strong technical and professional skills while providing promising opportunities for graduates.

The Need

Technical computer skills have become increasingly important for business students wishing to address problems in for-profit and nonprofit organizations throughout their careers. Similarly, business knowledge is valuable for computer science students to understand how their activities fit into the organization's focus on driving firm performance. For example, CompTIA, a leading technology association, reported that a “fusion of technical skills and business skills” is essential for success in the field of computer science and that computer science professionals should possess a strong combination of technical and soft skills. This major will address both interests by infusing a computing degree with a sense of the challenges of working within business contexts. This combination of strong technical skills, foundational knowledge of business functioning, and experience using those technical skills to improve their organizations will be attractive to prospective students and employers alike.

The Computer Science and Business major requirements include core courses in each domain, electives chosen to complement the combination, and coursework that integrates the disciplines. This is different from a double major in that the courses from each discipline respond to the other to create a unified whole. This combined major would support the integration of concepts in a way that a double major would not necessarily require courses in the intersection of the two disciplines and foster a cohort of students with a foundation in both. No such program exists elsewhere in UMS.

Opportunities for graduates

Today's digital world has a wealth of data from various new and emerging sources. These sources include the Internet of Things (IoT) data, business data, health data, mobile data, urban data, security data, and many more data sources. Employers seek graduates who can make sense of this data and effect change, improvements, and new innovations with smarter decision-making skills. The demand for graduates with a combined computer science and business degree is experiencing significant growth due to several key factors:

- **Technological integration in business:** Businesses increasingly rely on technology for operations, marketing, data analysis, and customer engagement. Companies seek individuals who can effectively integrate technical solutions with business strategies.

- **Data-driven decision-making:** With the rise of big data, analytics, and AI, organizations need graduates who can analyze data and translate it into actionable business insights. A background in computer science provides the technical skills required for handling data, while business acumen offers the context for applying this data meaningfully.
- **Innovation and Entrepreneurship:** The tech industry is at the forefront of innovation. This combined major would equip students with the entrepreneurial mindset and technical skills to start or lead innovative ventures.
- **Many more opportunities in the job market:** graduates of the combined major would have a broad range of career opportunities available to them. These include roles such as technology consultant, systems analyst, product manager, and business analyst.

This combined degree would function as both a CS degree and a Business degree regarding student employment destinations. Nationally, a recent Lightcast report showed (for undergraduate degrees) over eight million unique job postings in the past year in the field of either Computer and Information Sciences and Support Services (code 11) or Business, Management, Marketing, and Related Support Services (code 52). New England had over a million jobs in these areas, with over 100,000 annual openings and a median salary of \$68,000 per year. In Maine alone, we have seen over 33,000 job postings in the past year, with 7,500 annual job openings. However, higher education institutions within the state of Maine only enroll about 1,200 students with business or computing skills each year, demonstrating a wide gap in the number of individuals prepared to fulfill the needs for these important jobs. The regional growth outlook for these jobs is strong, with over 12% expected in the next ten years, including 33% expected job growth for software developers, 22% for market research analysts, and 20% for computer and information systems managers. In Maine, job growth in these areas is predicted to be 7% overall, including 44% expected job growth for software developers, 21% for market research analysts, and 27% for computer and information systems managers.

How the CSB degree is different from other existing UMS IT/IS/Business majors

The CSB degree is unique from the degrees offered by the School of Computing and Information Sciences and other UMS computing degrees. Where the computer science programs focus primarily on algorithms, software development, and foundations and applications of computing technology and IT/IS degrees focus on supporting and maintaining IT and information systems, the CSB major provides students with software development skills and adds business acumen, soft skills, teamwork, and problem-solving skills into the curriculum. Graduates would both be innovators and entrepreneurs. In the UMS, this approach has never been done before.

The CSB degree is different from a double major in CS and Business in that the two disciplinary threads are intentionally integrated at multiple points in the curriculum. Where possible, students will be encouraged to take a section of COS 121 Coding for Everyone in a business “flavor.” Specifically, while this course will teach foundational learn-to-program topics, it will do so through examples, homework assignments, tools, and projects that explore business applications of programming and computing more broadly. Next, students will select an integrative course combining concepts from both computing and business. Initial options will include courses on data science, web development languages, and business process configuration. Finally, students will complete a capstone project that combines computing and business through one of two options: the CS development capstone (two three-credit courses: COS 397

and 497) or the CS research capstone (six one-credit courses: COS 501, INT 601, COS 503, COS 504, COS 505, and COS 493). Projects in the CS development capstone are group efforts to prototype a system for a client; for groups including CSB students, the client should be a Business client.

Collaboration with other UMS Computing programs

In the past year, representatives from computing programs across UMS have come together to form a grass-roots UMS Computing Consortium to discuss vision, solve problems, and pursue common goals. One product of those collaborations has been the alignment of courses in Data Structures across the five UMS institutions that have such a course (UMaine, USM, UMA, UMF, UMPI). Data Structures is typically a third or fourth-semester course that serves as a gateway and prerequisite to upper-level electives. By aligning Data Structures courses, upper-level electives at one campus become more accessible to students at others, especially since such courses are often available by distance. UMS Computing Consortium representatives have been actively collaborating to smooth the path for students wanting to take advantage of this flexibility. Through this mechanism, upper-level computing courses at any of these five campuses may be counted toward the CS elective requirement of the CSB degree. UMS Computing Consortium representatives have discussed the CSB combined major and the potential for such cross-campus registrations and indicated their support.

2. Program Overview

Learning Objectives and Program-Level Learning Outcomes

- Use technology and analytical techniques to analyze complex information, draw appropriate conclusions, and solve problems.
- Design and develop effective software solutions using software development frameworks and technical skills.
- Demonstrate an understanding of the impact businesses and technologies have on society and the environment and be able to address ethical dilemma situations in business contexts.
- Reason about robustness, efficiency, and correctness of computing algorithms, systems, and approaches.
- Describe terms and concepts related to business, including management, marketing, accounting, operations, and information systems.
- Demonstrate effective communication and teamwork skills to collaborate with colleagues from different backgrounds and cultural perspectives, bridging the gap between technology and business.

Curriculum Content

Required Courses in Computer Science (27 credits)

- COS 100 Success in Computer Science (1)
- COS 121 Coding for Everyone or an upper-level COS elective (3)
- COS 125 Introduction to Problem-Solving using Computer Programming (4)
- COS 225 Object-oriented Design, Programming, and Data Structures (3)
- COS 226 Introduction to Data Structures and Algorithms (3)
- COS 250 Discrete Structures (4)
- COS 420 Introduction to Software Engineering (3)

- COS 490 Computers, Ethics, and Society (3) – *fulfills ethics requirement*
- One additional COS courses at the 300-level or above (3)

Required Courses in Business (32 credits)

- MGT 101 Introduction to Business (3)
- BIS 105 Foundations of Excel (1)
- ACC 201 Principles of Financial Accounting (3)
- BUA 205 Business Communication (1)
- MGT 220 Legal Environment of Business (3)
- BIS 235 Digital Transformation (3)
- MGT 325 Principles of Management (3)
- BIS 267 Database Management & Security (3)
- MKT 270 Introduction to Marketing (3)
- MGT 337 Production and Operations Management (3)
- MGT 343 International Business (3)
- FIN 350 Business Finance (3)

Integrative Course Options (Choose One of the Following, 3 credits)

- COS 482 Data Science (3)
- COS 320 Client Side Web Development Languages (3)
- BIS 364 Business Process Configuration (3)

Mathematics Requirements (complete one MAT and one STS class, 6 - 7 credits)

- STS 132 Principles of Statistical Inference (3) or STS 235 Introduction to Statistical Methods (3)
- MAT 116 Introduction to Calculus (3) or MAT 126 Calculus I (4)

General Education to include (34 credits)

- ECO 120 Principles of Microeconomics (3)
- ECO 121 Principles of Macroeconomics (3)
- PSY 100 General Psychology (3)
- CMJ 103 Public Speaking (3)
- ENG 101 College Composition (3)
- Four Additional Courses in Human Values/Social Context courses (12)
- Lab Science (4)
- Applied Science (3)

Capstone Options (complete one of the following options, 6 credits):

Option 1: COS 397 and COS 497, including a Business-oriented group project with a Business client.

Option 2: COS 501 Introduction to CS Research, INT 601 Responsible Conduct of Research, COS 503 Professional Research Communication I, COS 504 Professional Research Communication 2, COS 505 TBD, COS 493, including a business-oriented project with a Business client as a mentor.

Option 3: MGT 449 Strategic Management and BIS 468 Information Systems, Strategy and Security Management

The CSB major may not be combined as a double major with the BS or BA in CS, a minor in CS, or any Business majors or minors.

3. Program Logistics and Administration

MBS will serve as the administrative lead for course offering coordination, advisor assignments, and graduation clearance. Students would have an advisor in each partner discipline. Students will have access to each of the three participating colleges' advising services, and the colleges' advising and student success centers will collaborate as needed to ensure that students are supported effectively. Each academic unit would have the final say over course offerings and instructor assignments in their courses. Credit for courses would be assigned to the home unit of their designator, while credit for majors would be assigned equally to both of the disciplinary partners. New courses created for this degree should be done so in collaboration with both MBS and CS curriculum committees. CSB will be accredited with other MBS programs.

4. Program Resources and Financial Considerations

a. Key Personnel:

- i. Dr. C. Matt Graham, Associate Professor of Business Information Systems & Security Management
- ii. Dr. Laura Gurney, Lecturer of Computer Science

b. There is no requirement for additional equipment or space.

c. CSB Course Schedule

- Required COS courses (100, 121, 125, 225, 226, 250, 420) are offered each regular semester. Elective COS courses, including the COS integrative courses, are generally offered every year or every two years.
- Required business courses (MGT 101, BIS 105, ACC 201, BUA 205, MGT 220, BIS 235, MGT 325, BIS 267, MKT 270, MGT 337, MGT 343, FIN 350).
- Two-semester COS capstone sequence starts only in the fall semester.

d. Total Financial Consideration

Since the program is created from existing courses, no additional faculty resources are needed initially. As the program attracts additional students to UMaine, it may need additional faculty and teaching assistant resources to satisfy growing enrollments. The traditional metrics of majors, SCH, and research activity would indicate such needs. No new administrative, support, or equipment resources are required. No other additional financial resources are required.

5. Program Evaluation

Curriculum and program-level learning outcomes assessment will be derived from an approved curriculum map (see Appendix) that will be used to establish metrics for course and program achievement

relative to program learning objectives. To assess student success, we will collect and analyze the following data regularly:

- A. Course success and program retention rates (quantitative);
- B. Program demographics, including success and retention rates by demographic group (quantitative);
- C. Attainment of students learning objectives (quantitative);
- D. Survey of current majors about program satisfaction and self-assessed growth (qualitative);
- E. Surveys of program graduates, providing open-ended questions to encourage insight into changes in the field and assess the professional impact of academic training (qualitative).

6. External Reviewer Contacts

(feel free to make suggestions)

Appendices

A. Model Curriculum

FIRST-YEAR

First Semester	16 Credits	Second Semester	15 Credits
MGT 101	3	COS 125	4
COS 100	1	BIS 235	3
PSY 100	3	ECO 120	3
COS 121	3	MGT 220	3
MAT 116 or MAT 126	3	ENG 101 or General Education (HVSC)	3
ENG 101 or General Education (HVSC)	3	BIS 105	1

SOPHOMORE YEAR

First Semester	14 Credits	Second Semester	18 Credits
ECO 121	3	MGT 325 (ECO 120, PSY 100)	3
BUA 205	1	MKT 270 (MGT 101)	3
COS 225 (COS 125)	3	COS 226 (COS 225)	3
Science Applied	3	STS 132 (none) or STS 235 (MAT 127)	3
ACC 201 (sophomore)	3	CMJ 103	3
		MGT 343	3

JUNIOR YEAR

First Semester	15 Credits	Second Semester	15 Credits
COS 490 (COS 226)	3	MGT 337 (BIS 105, MGT 325, COS 250)	3
COS 420 (COS 225)	3	BIS 267 (BIS 235)	3
COS 250 (COS 125)	4	FIN 350 (MAT 116, ACC 201)	3
Professional Skills Course	1	Integrative Course	3
Science Lab	4	General Education (HVSC)	3
SENIOR YEAR			
First Semester	15 Credits	Second Semester	15 Credits
COS 397 (COS 420)	3	COS 497 (COS 397)	3
Business Elective	3	General Education (HVSC)	3
COS Elective	3	Elective	3
General Education (HVSC)	3	COS Elective	3
Additional WI, if needed	3	Elective	3

This program has a separate set of [Program Level Learning Goals](#), linked here. The students will also participate in the [MBS Assurance of Learning Outcomes](#), which is linked here. The short table for MBS is inserted below.

AoL Outcomes/Core Courses	MGT 101 Intro	BIS 105 Excel	ACC 201 Fincl	BIS 235 Digtl	MKT 270 Princ	MGT 325 Princ	MGT 337 Ops	FIN 350 Fin
1a. Knowledge	I		I	I	I	I	E	E
1b. Time-Value of Money			I					E
1c. Financial Statement Analysis			I					
2a. Oral communication					E	E		
2b. Written Communication	I					E		
3. Teamwork	I					E		
4. Ethics & Critical Thinking	I				I	I	E	
5. Global Perspectives	I					E		
6a. Tech Agility/Techniques				I			E	I
6b. Tech Agility/Excel		E	I	I			R	I
7. Indirect Survey of AOL								

Office of the Executive Vice President
for Academic Affairs & Provost



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Orono, Maine 04469-5703
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Fax: 207.581.1633
umaine.edu

TO: ROBERT PLACIDO, VICE CHANCELLOR FOR ACADEMIC AFFAIRS (UMS)

FROM: JOHN C. VOLIN, EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST

SUBJECT: PROGRAMS REQUEST (STEP 1): NEW COMBINED MAJORS IN COMPUTER SCIENCE (SCHOOL OF COMPUTING AND INFORMATION SCIENCE)

DATE: JULY 14, 2022

CC: JOAN FERRINI-MUNDY, VICE CHANCELLOR AND PRESIDENT
MEREDITH WHITFIELD, CHIEF OF STAFF
MJ SEDLOCK, PRESIDENT OF THE FACULTY SENATE
DAVE TOWNSEND, CHAIR, PROGRAM CREATION, REVIEW, & REORGANIZATION COMMITTEE (PCRRC) OF THE FACULTY SENATE
JASON HARKINS, INTERIM EXECUTIVE DEAN, MAINE BUSINESS SCHOOL
EMILY HADDAD, DEAN, COLLEGE OF LIBERAL ARTS & SCIENCES
DIANE ROWLAND, DEAN, COLLEGE OF NATURAL SCIENCES, FORESTRY & AGRICULTURE

The School of Computing and Information Science jointly requests permission to plan combined majors in the following areas with a proposed launch date of Fall 2024:

- BS in Computer Science and Biology (with the School of Biology & Ecology, NSFA)
- BS in Computer Science and Business (with the Maine Business School, MBS)
- BS in Computer Science and History (with the Dept of History, CLAS)
- BS in Computer Science and Media Studies (with the Dept of Communication & Journalism, CLAS)
- BS in Computer Science and Physics (with the Dept of Physics and Astronomy, CLAS)
- BS in Computer Science and Chemistry (with the Dept of Chemistry, CLAS)

Rationale

The purpose for these combined majors is to infuse computer science skills and learning into several key areas, which will deliver graduates that are better prepared to take on technical areas in their fields of study. The six combined majors would include existing core courses in each domain, electives chosen to complement each combination, and coursework/capstone that integrates the two discipline areas. This is not a double major, but instead a unified program with core elements from two distinct programs. Burning Glass data from each of the proposed combined majors show exceptional job prospects in each focus area.

This is an important step toward the Maine College of Engineering, Computing, and Information Science (MCECIS) as part of the UMS TRANSFORMS initiative. By establishing combined majors with elements of a Computer Science core and complementary electives, students will obtain technical skills to join an innovative workforce that can better contribute to Maine's economic growth. The need for graduates of Maine universities has never been higher. Currently there are more engineering and computing jobs available than there are graduates.

18.1

I fully support the Programs Request for the six new combined majors housed jointly between the School of Computer and Information Science and their partners across the University of Maine and University of Maine System, and look forward to the full proposals, if approved.

APL X-P.1 “Academic Program Approval”, Section I. “Approval of Undergraduate Majors, graduate degree programs, and advanced certificates of study, Step 1: Program Request” is the relevant section of the University of Maine System Administrative Practice Letters. The policy indicates that the 250-word program request should be submitted electronically to the VCAA and Academic Officers for consideration. “Except under extenuating circumstances, formal response from a Provost Office and the VCAA office regarding the CAOC recommendation should occur within two weeks.”

Please let me know if you have any questions or if there is any additional information you require.

Approval page for Intent to Plan BS Computer Science and Biology



Penny Rheingans, SCIS Director
4/18/22

Date




Farahad Dastoor, Biology and Ecology Director
4/18/22

Date



Emily Haddad
Dean, College of Liberal Arts and Sciences
5-9-22

Date

DocuSigned by:


D23F1AEF4A9B428
Diane Rowland
Dean, College of Natural Sciences, Forestry, and Agriculture
6/27/2022

Date



John Volin
Executive VP for Academic Affairs and Provost
7/12/2022

Date

BS Computer Science and Biology (Combined Major)
Intent to Plan, March 2022

The School of Computing and Information Science and the School of Biology and Ecology jointly request permission to plan a **BS in Computer Science and Biology**. The proposed launch date is fall 2024.

Students studying computer science are increasingly interested in opportunities to use their computing skills to address important societal challenges ranging from understanding preventing human disease to understanding climate change and biodiversity threats. Biology students are looking for computer skills to accelerate scientific discovery. This major will address both of those interests by infusing a computing degree with a firm foundation in the biology essential to discovery in computational biology, bioinformatics, ecoinformatics, environmental data science, and a range of “-omics” fields. This combination will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Biology major would include existing core courses in each domain, electives chosen to complement the combination, and coursework and capstone that integrate the two disciplines. This is different than a double major in that the courses from each discipline respond to the needs of the other in a way that creates a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Biology degree in terms of employment destinations of graduates. A Burning Glass market analysis for CS and Biology combined finds 9175 (Maine), 295,424 (New England), and 5,124,393 (nationally) job openings in the last 12 months, with a growth outlook in all three geographic areas.

Approval page for Intent to Plan BS Computer Science and Business



Penny Rheingans, SCIS Director

4/26/22
Date



Emily Haddad
Dean, College of Liberal Arts and Sciences

5-9-22
Date



Faye Gilbert
Dean, Maine Business School

6/22/22
Date



John Volin
Executive VP for Academic Affairs and Provost

7/12/2022
Date

BS Computer Science and Business (Combined Major)
Intent to Plan, April 2022

The School of Computing and Information Science and the Maine Business School jointly request permission to plan a **BS in Computer Science and Business**. The proposed launch date is fall 2024.

Technical computer skills have become increasingly important for business students wishing to address problems in for-profit and non-profit organizations throughout their careers. Similarly, business knowledge is valuable for students studying computer science to understand how their activities fit into the focus of the organization on driving firm performance. This major will address both interests by infusing a computing degree with a sense of the challenges of working within business contexts. This combination of strong technical skills, foundational knowledge of business functioning, and experience using those technical skills to improve their organizations will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Business major would include core courses in each domain, electives chosen to complement the combination, and coursework that integrates the disciplines. This is different from a double major in that the courses from each discipline respond to the other to create a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Business degree in terms of employment destinations for students. A Burning Glass market analysis for CS and Business combined find 17,979 (Maine), 586,875 (New England), and 10,492,920 (nationally) job openings in the last 12 months, with a positive growth outlook in all three geographic areas.

Approval page for Intent to Plan BS Computer Science and Chemistry

[Faint signature]

4/18/22

Penny Rheingans, SCIS Director

Date

Alice Bruce

Alice Bruce, Chemistry Chair

4/18/22

Date

Emily C. Haddad

Emily Haddad
Dean, College of Liberal Arts and Sciences

5-9-22

Date

John Volin

John Volin
Executive VP for Academic Affairs and Provost

7/12/2022

Date

BS Computer Science and Chemistry (Combined Major)
Intent to Plan, April 2022

The School of Computing and Information Science and the Department of Chemistry jointly request permission to plan a **BS in Computer Science and Chemistry**. The proposed launch date is fall 2024.

As computer-based technologies become ever more essential in the chemical sciences, this degree will provide a crucial distinction for those who are interested in integrating their skills in chemistry and computer science to address important societal challenges such as climate change, drug design, nanomaterials, and cheminformatics. This major will combine substantive components of computer science and chemistry into a single integrated degree that will provide students with a firm foundation essential to discovery in computational chemistry, cheminformatics, molecular modeling, and instrumentation design and control. This combination of skills will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Chemistry major would include existing core courses in each domain, electives chosen to complement the combination, and coursework and capstone that integrate the two disciplines. This is different than a double major in that the courses from each discipline respond to the needs of the other to create a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Chemistry degree in terms of employment destinations of students. A Burning Glass market analysis for CS and Chemistry combined finds 6025 (Maine), 211,567 (New England), and 3,745,803 (nationally) job openings in the last 12 months, with a growth outlook in all three geographic areas.

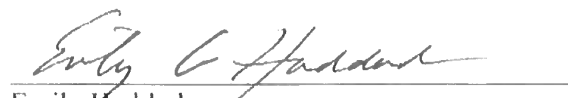
Approval page for Intent to Plan BS Computer Science and History



Penny Rheingans, SCIS Director
Date 4/18/22



Stephen Miller, History Chair
Date 4/18/22



Emily Haddad
Dean, College of Liberal Arts and Sciences
Date 5-9-22



John Volin
Executive VP for Academic Affairs and Provost
Date 7/12/2022

BS Computer Science and History (Combined Major)
Intent to Plan, April 2022

The School of Computing and Information Science and the Department of History jointly request permission to plan a **BS in Computer Science and History**. The proposed launch date is fall 2024.

High-level computer skills have become important for humanities and social science students wishing to solve problems and have marketable skills for careers in the private sector, government, or the NGO world. Similarly, historical knowledge has the potential to enable students studying computer science to understand the roots of present-day problems. This major will address both interests by infusing a computing degree with a sense of the challenges of working with imperfect, all-too-human sources. This combination of strong technical skills, foundational knowledge of human society, and experience using those technical skills to increase discovery and impact will be attractive to prospective students and employers alike.

The requirements for the Computer Science and History major would include core courses in each domain, electives chosen to complement the combination, and coursework that integrates the disciplines. This is different than a double major in that the courses from each discipline respond to the other to create a unified whole. No such program exists elsewhere in UMS.

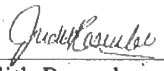
This combined degree would function as both a CS degree and a History degree in terms of employment destinations of students. A Burning Glass market analysis for CS and History combined finds 5788 (Maine), 200,685 (New England), and 3,627,798 (nationally) job openings in the last 12 months, with a growth outlook in all three geographic areas.

Approval page for Intent to Plan BS Computer Science and Media Studies

Penny Rheingans, SCIS Director

4/18/22


Date



Judith Rosenbaum-Andre, CMJ Chair

4/18/22


Date



Emily Haddad
Dean, College of Liberal Arts and Sciences

5-9-22

Date



John Volin
Executive VP for Academic Affairs and Provost

7/12/2022

Date

BS Computer Science and Media Studies (Combined Major)
Intent to Plan, April 2022

The School of Computing and Information Science and the Department of Communication and Journalism jointly request permission to plan a **BS in Computer Science and Media Studies**. The proposed launch date is fall 2024.

High-level computer skills have become important for humanities and social science students wishing to solve problems and have marketable skills for careers in the private sector, government, or the academic world. Similarly, a broad understanding of the roles of media in society has the potential to enable students studying computer science to understand the societal impact of advances in digital media technology. This major will address both interests by infusing a computing degree with an understanding of how computing changes communication and how it can be used to better understand it. This combination of strong technical skills, foundational knowledge of media in society, and experience using those technical skills to increase discovery and impact will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Media Studies major would include core courses in each domain, electives chosen to complement the combination, and coursework that integrates the disciplines. This is different than a double major in that the courses from each discipline respond to the other to create a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Media Studies degree in terms of employment destinations of students. A Burning Glass market analysis for CS and Media Studies combined finds 6,136 (Maine), 213,540 (New England), and 3,863,596 (nationally) job openings in the last 12 months, with a growth outlook in all three geographic areas.

Approval page for Intent to Plan BS Computer Science and Physics



4/18/22

Penny Rheingans, SCIS Director

Date



John Thompson, Physics and Astronomy Chair

4/25/22

Date



Emily Haddad
Dean, College of Liberal Arts and Sciences

5-9-22

Date



John Volin
Executive VP for Academic Affairs and Provost

7/12/2022

Date

BS Computer Science and Physics (Combined Major)
Intent to Plan, April 2022

The School of Computing and Information Science and the Department of Physics and Astronomy jointly request permission to plan a **BS in Computer Science and Physics**. The proposed launch date is fall 2024.

As computer-based technologies become ever more essential in the physical world, this degree will provide a crucial distinction for those interested in integrating physics and computer science skills to address important societal challenges such as human health, nanomaterials design, and climate change. This major will combine substantive components of computer science and physics into a single integrated degree that will provide students with a firm foundation essential to discovery in computational and experimental physics and their applications, as well as instrumentation design. This combination of skills will be attractive to prospective students and employers alike.

The requirements for the Computer Science and Physics major would include existing core courses in each domain, electives chosen to complement the combination, and coursework and a capstone that integrate the two disciplines. This is different than a double major in that the courses from each discipline respond to the needs of the other to create a unified whole. No such program exists elsewhere in UMS.

This combined degree would function as both a CS degree and a Physics degree in terms of employment destinations of students. A Burning Glass market analysis for CS and Physics combined finds 5,920 (Maine), 207,437 (New England), and 3,705,226 (nationally) job openings in the last 12 months, with a growth outlook in all three geographic areas.



**Vice Chancellor for
Academic Affairs
15 Estabrooke Drive
Orono, ME 04469**

**Tel: 207-973-3211
Fax: 207-581-9212
www.maine.edu**

Date: September 2, 2022

To: Joan Ferrini-Mundy, President
University of Maine (UM)

John Volin, Provost
University of Maine (UM)

RAP

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

From: Robert Placido, VCAA
The University of Maine System (UMS)

Regarding: Intent to Plan – Combined Major in Computer Science

The Chief Academic Officer's Council (CAOC) reviewed the request submitted on July 21, 2022 by the University of Maine for an intent to plan of the Combined Major in Computer Science. The CAOC was supportive. The VCAA supports and approves this intent to plan proposal.

This memo serves as formal confirmation of approval of the intent to plan the Combined Major in Computer Science.

Please do not hesitate to let me know if you have any questions.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Capital Center Space Renovation Project Budget Increase Request, UMA

CAMPUS PRESENTER(S): Jenifer Cushman, Aili Robinson, Jonathan Henry, Shannon Gauvin

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

701 – Budgets, Operating & Capital

UNIFIED ACCREDITATION CONNECTION:

UMA's distance model and geographic location provide opportunities for state-of-the-art nursing simulation professional development opportunities throughout UMS. The facility will enhance support for remote cohorts at UMA's designated Centers as well as the cohorts at the University of Maine at Farmington and University of Maine Machias. Nursing leadership across the system has worked hard to align nonclinical courses, and the transferability of credits has contributed to an increase in enrollment. The requirement to take clinical courses to achieve the Holistic Nurse Certification supports the need for additional space to meet the demands of lab and simulation needs. Collaboration is underway with the University of Maine to establish a holistic component in its program, further adding to the need for additional space to meet student learning needs.

UMS STRATEGIC PLAN CONNECTION:

This request relates to the UMS Strategic Plan through Commitment 1 (serving the state of Maine, its constituents, and its economy) and Teaching Action 2 (expansion of access to course offerings).

BACKGROUND:

a. Summary of the request

The University of Maine System acting through the University of Maine at Augusta (UMA) requests an increase in the authorization for the completion of the Nursing space in the leased Capital Center by no more than \$850,000.

b. Overall requested budget and funding source(s):

On January 10, 2024, the Board of Trustees approved UMA to spend up to \$6.3M to renovate the newly leased Capital Center in Augusta, Maine for the Nursing program using two (2) federal earmarks.

The University of Maine System received an initial federal earmark of \$4.5M in 2022 that was

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divided between five (5) campuses to “Improve Access to Care and Patient Outcomes across Maine.” After completing all 5 projects, there is approximately \$850,000 remaining from the initial earmark funding. The new project budget will not exceed \$7.15M.

c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees? If not, please explain why.

This project was initially approved by Trustees in 2023 and is included on the Master Plan.

d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other)

The space will be utilized by UMA to create the Capital Center for Nursing. Relocation of the UMA Nursing program to this site will enable the Nursing program to increase the entering student cohort from 64 to 72 in the first year and to 80 in subsequent years. Additionally, this facility allows the UMA Nursing program to research the possibility of an accelerated track for students already having earned a baccalaureate degree, adding additional students/graduates. In the most recent graduating class, 50 of the 51 graduates remained in the state of Maine

The two phases will renovate the 20,130 square feet of space and may include demolition; plumbing; fire protection; HVAC; electrical; framing; doors and door hardware; interior finishes; mechanical systems; audio/visual components; and equipment.

Due to inflation, UMA underwent a value engineering exercise, to stay within the initial budget. By adding the additional grant funding to the project, several key construction components can be built back into the plan, thus making the space more functional for students and conferencing.

e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University’s mission, etc.

None

f. Changes, if any, in net square footage or ongoing operating costs resulting from the project

At its April 26, 2023, meeting, the Finance, Facilities & Technology Committee approved the lease of 20,130 square feet of space at “The Marketplace” in Augusta. This lease was subsequently approved by the Board of Trustees at its May 21-22, 2023, meeting. UMA’s FY24 operating budget was developed with these additional operating expenses included.

g. Alternatives that were considered to meet the need being addressed by this project

None

h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion

The project is currently underway with a substantial completion of summer 2025. Nursing classes are planned for Fall 2025.

i. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset.

No other consideration or action is anticipated if full authority is given.

j. Additional information that may be useful to consideration of the item.

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Note: For items over \$5M, indicate when the item was originally presented as an information item.

If UMA is not able to use this funding for the Capital Center, it will need to be returned to the federal government.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18, 2024 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee and authorizes the University of Maine System, acting through the University of Maine at Augusta to increase its project budget by \$850,000, making the Capital Center total budget \$7,150,000, for the completion of the Nursing space within the leased facility.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Ground Lease Authorization, UM, Sigma Chi Fraternity

CAMPUS PRESENTER(S): Joan Ferrini-Mundy, President, and Vice Chancellor for Research & Innovation; Kelly Sparks, Vice President of Finance & Administration & Chief Business Officer

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

802 – Disposition of Real Property

UNIFIED ACCREDITATION CONNECTION:

Standard Five of the NECHE Standards for Accreditation states that, "As appropriate, the institution provides co-curricular activities and supports opportunities for student leadership and participation in campus organizations and governance." Fraternities and sororities enhance the quality of student life at the University of Maine. Their commitment to the ideals of the social Greek-letter community promotes and provides for their members' academic support, leadership development, avenues in which to develop life-long friendships, and opportunities to participate in service to the community. These community standards and efforts are an important contribution to the excellence of the University of Maine and the University of Maine System.

UMS STRATEGIC PLAN CONNECTION:

Commitment Four, Action Three of the UMS Strategic Plan states that the University of Maine System will, "Deliver student life and co-curricular programming that brings students together, fosters social cohesion, and is responsive to all students— traditional and adult, commuter and residential— regardless of instructional format." We are also committed to "Support[ing] community social and cultural gatherings and events to promote collegiality, fun, and a sense of institutional affiliation." The University of Maine's Office of Fraternity and Sorority Affairs under the Division of Student Life supports the UMS Strategic Plan in this area.

BACKGROUND:

a. Summary of the request:

The University of Maine System, acting through the University of Maine requests authorization of renewal of a ground lease for thirty years with Sigma Chi Chapter House Association for the land located at 101 College Ave in Orono, Maine.

This request is pursuant to Board Policy 802, Disposition of Real Property, which requires leases with a total value of over \$100,000 and with a term greater than 5 years to be considered by the Board of Trustees or its Finance, Facilities, and Technology Committee. In this case, given the duration of the lease, the committee recommendation will be forwarded to the Consent Agenda at the November 17-18, 2024, Board meeting.

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The chapter is in good standing with the University Office of Fraternity and Sorority Life. The proposed lease carries a term of thirty years with an annual rent of \$1. The Sigma Chi fraternity was founded at UM in 1902.

As of Fall 2024, ownership of the Sigma Chi Fraternity will transfer from the University of Maine to the Sigma Chi Chapter House Association. This sale will take place under the option agreement signed between the University and Phillip H. Morse in October 2022. The building was last appraised in 2015 for \$510,000 and at the January 2016 meeting of the UMS Board of Trustees, it was approved for sale.

b. Overall requested budget and funding source(s):

N/A

c. Is the project included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees?

N/A

d. Detailed explanation of rationale for project and metrics for success of the project (ROI or other).

N/A

e. Explanation of the scope and substance of the project as needed to supplement (a) through (d) above. Note: scope includes an explanation of community impact, how the project ties to the University's mission, etc.

N/A

f. Changes, if any, in net square footage or ongoing operating costs resulting from the project.

N/A

g. Alternatives that were considered to meet the need being addressed by this project

N/A

h. Project Timeline for: 1. Start 2. Occupancy and 3. Completion

N/A

i. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset.

N/A

j. Additional information that may be useful to consideration of the item.

N/A

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18, 2024 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology
11/1/24

Committee and authorizes the University of Maine System, acting through the University of Maine, to enter into a ground lease for the land at 101 College Ave, Orono, Maine with Sigma Chi Chapter House Association for the term of thirty years with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Greenhouse Renovation thru Replacement

CAMPUS PRESENTER(S): President Deb Hedeon, UMFK
CBO Pam Ashby, UMFK

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

Delegation of Board of Trustees Authority to the Finance, Facilities & Technology Committee Matrix – Increases in space through construction, if not dedicated to research activities, require board approval.

UNIFIED ACCREDITATION CONNECTION:

Dr. Kennedy Rubert-Nason’s summer research activities have included graduate students from other campuses, and he intends to expand research partnerships with these campuses in the future.

UMS STRATEGIC PLAN CONNECTION:

Goal 2.1: Continue to target low-net asset value buildings for removal.

Goal 3.1: Deliver student life and co-curricular programming that fosters social cohesion and engages all students.

BACKGROUND:

Summary: The current greenhouse is only 581 square feet, has a renovation age of 38 years, and is attached to a science lab in Cyr Hall on the second floor, supported only by posts. The greenhouse is a vital part of UMFK’s natural sciences programming and research, and requires significant repairs, including all windows, ventilation, and structural support. The recommendation is to raze the existing structure and rebuild a new 1,200 square foot greenhouse at ground level. This modest increase of approximately 619 square feet will be offset by the razing of the Gagne House (1,597 square feet), resulting in a net reduction of 978 square feet. Since only approximately 50% of the activities within the greenhouse are dedicated to research, board approval for the greenhouse expansion is required.

- a. Request: Greenhouse expansion of 619 square feet, to be offset by razing of 1,597 square foot Gagne House.
- b. Funding Source: This renovation through replacement will be well below the \$500,000 FFT approval threshold and will be funded by deferred maintenance bond funds.
- c. Plans: The recommendation to “replace the outdated greenhouse on the second floor” was part of the UMFK Master Plan Report of 2017. Renovation of the “science wing, including the greenhouse” is included in both the one-year and five-year Capital Plan.

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- d. Rationale: By only providing the necessary updates and repairs, UMS would be investing in a tiny greenhouse in a problematic location. The greenhouse is only accessible through a second-floor science lab, which is disruptive to other programming and dysfunctional when loading and unloading plants and supplies. Leaking and air-quality issues created by a second-floor greenhouse location negatively affects usage of space adjacent and below and needs to be addressed before upgrading those areas. A greenhouse on the ground would allow direct exterior access and be more practical than a greenhouse suspended in the air. If we only relocate the greenhouse without at least a minimal increase, we would be doing a disservice to our students by keeping the size limited to only 591 square feet.
- e. Scope: Proceeding with this project will enable us to improve research space, improve classroom environment, and is the first step in Cyr Hall upgrades and anticipated window replacement.
- f. Changes in square footage: 619 square foot increase, to be offset by 1,597 square foot decrease through razing of Gagne House, resulting in a net reduction of 978 square feet.
- g. Alternatives: Consideration of only updating the greenhouse has resulted in the conclusions addressed above in Rationale.
- h. Project Timeline: The desired timeline is as soon as possible in calendar year 2025, subject to coordination with programmatic and research needs.
- i. Timeline for any further consideration or action anticipated to be needed by the Board or its committees: N/A
- j. Additional information: Please see photos attached.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the November 18, 2024 Board meeting.

TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee and authorizes the University of Maine System, acting through the University of Maine at Fort Kent, to increase the Cyr Greenhouse square footage by approximately 619 square feet.

Additional information attachment:



University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Annual awarding of academic degrees

INITIATED BY: Dannel P. Malloy, Chancellor

BOARD INFORMATION:

BOARD ACTION: X

BOARD POLICY:

303: Academic Degrees

UNIFIED ACCREDITATION CONNECTION:

None

BACKGROUND:

In accordance with Board of Trustees Policy 303, the UMS Board of Trustees annually approves the awarding of academic degrees.

That the Academic and Student Affairs Committee forwarded this item to the Consent Agenda at the November 17-18, 2024, Board of Trustees meeting for approval of the following resolution:

TEXT OF PROPOSED RESOLUTION

That the Board of Trustees of the University of Maine System authorizes the awarding of degrees during Commencement ceremonies for the 2024-2025 academic year to those students fully recommended by the appropriate faculties and the presidents of the respective institutions of the University of Maine System.