

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

hosted by the University of Maine at Presque Isle
May 18-19, 2025
Board of Trustees Meeting

Present: Trustees: Trish Riley, Chair; Lisa Eames, Vice Chair (Zoom); Barbara Alexander (Zoom), Patrick Flood, Donna Loring, Emily Cain, David MacMahon, Kelly Martin, Elise Baldacci, William Kemler, Philip Hussey, Riley Worth, John Moore (Zoom), Michael Michaud (Zoom), Pender Makin. Chancellor: Dannel Malloy. University Presidents: Leigh Saufley, Joan Ferrini-Mundy, Ray Rice, Jenifer Cushman, Joseph McDonnell, Deborah Hedeon and Jacqueline Edmondson. Faculty Representatives: Ivan Manev, Tim Surette, Clyde Mitchell, William Otto, Libin Thaikkattil Louis, Lisa Leduc, and Joe Staples. Student Representatives: Camille Alipalo, Tristan Mitchell, Kadence Dow, Isabella Bouchard, Rebekah Sanchez, Griffin Goins, Grace Hills, and Anna McLaughlin. System Staff: Ryan Low, Jeff St. John, Robert Placido, Tracy Elliott, Sam Warren, Gretchen Catlin, Kayla Flewelling, Amon Purinton, Carolyn Dorsey, Amie Parker, Miriam White, Gabe Paquette, Elizabeth Stickler, and Charles Stuller Jr.

Sunday, May 18, 2025

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

EXECUTIVE SESSION

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

On a motion by Trustee MacMahon, which was seconded by Trustee Hussey, and approved by all Trustees present and by roll call vote, the Board of Trustees meeting went into Executive Session under the following provisions:

- 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties.
- 1 MRSA Section 405 6-C to discuss the condition, acquisition or disposition of real property or economic development if premature disclosure of the information would prejudice the competitive or bargaining position of the UMS.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPA, ACSUM, Police, PATFA, and Service and Maintenance Units.
- 1 MRSA Section 405 6-E to consult with its attorney concerning legal rights and duties of the university.

On a motion by Trustee Martin, which was seconded by Trustee Flood, and approved by all Trustees present and by roll call vote, the Board of Trustees concluded the Executive Session.

Monday, May 19, 2025

Trustee Riley, Chair, called the public meeting to order and welcomed everyone.

CITIZEN COMMENT

Citizen Comment is a time regularly set aside for comments from the public. There were no citizen comments.

CHAIR'S REPORT

AGB Conference Report

Chair Riley, Trustee Cain and Trustee Katz attended the Association of Governing Boards conference in March. Key highlights covered changing student perceptions with school, work, and life's separation alongside social and housing needs contributing to student debt. The demographic cliff's impact nationwide was stressed alongside competitive online education and adult learner engagement challenges. Uncertainty, budget hurdles, and DEI attacks underscored defending essential educational values and functions.

Presidents' Round Robin

Maine Law

- Major Achievement: Maine Law reached #88 in US News & World Report rankings for the first time, entering the top 100 law schools nationally
- Specialized Rankings: 14th nationally for public service work, 46th for environmental law program, 76th for clinical training
- Admissions: 60% increase in applications compared to last year - one of only 6-7 law schools nationally with such growth
- Graduation: Saturday graduation ceremony with extraordinary speaker lineup
- Chancellor's Involvement: Highlighted Chancellor Malloy's consistent participation in both orientation and graduation ceremonies

University of Maine at Presque Isle

- Graduation Numbers: 1,278 students graduated (400 marched at ceremonies) - double the previous year, which was double the year before that
- Growth Trajectory: Hopes to double graduation numbers again next year
- Appreciation: Thanked Commissioner Makin for delivering remarks at dual graduations

University of Maine at Farmington

- Athletics: Both men's and women's track and field teams won Atlantic Conference Championships (notably, they don't have a track but have championship teams)
- Graduation: Outdoor ceremony moved indoors due to rain, featured three separate ceremonies
- Speakers: Dr. Nero Shah gave commencement speech; Trustee McMahon spoke at two ceremonies about ChatGPT
- Graduate Programs: 91 graduate students (huge increase), primarily in education and counseling
- Online Expansion: Launching CBE programs in fall including public policy and international/global studies majors, plus six certificates/minors
- New Programs: Community and public health program going online, new masters in education, shifted math education master's from low-residency to fully online

University of Maine

- Athletics: Hockey wait list process working well with 400+ people waiting; baseball hosting America East tournament
- Graduation: Four commencements with 542 graduate and 1,749 undergraduate degrees awarded

- Honorary Degrees: George Denton (distinguished scientist) and Dwayne Toma (Wabanaki leader and language keeper)
- Research Honors: Bob Steneck inducted into American Academy of Arts and Sciences (first UMaine faculty member); Dean Jovanna Guidaboni inaugurated into European Academy of Sciences and Arts
- Major Grants: \$8 million DOT ARPA award for next-generation bridge research; \$2.25 million from Maine Department of Agriculture for PFAS identification research

University of Maine at Augusta

- Enrollment Growth: Summer credit hours up 8.6% over last year and 10.2% above budget; fall credit hours up 13%; newly admitted student registrations up 45%
- Housing: 161 housing applications - highest number ever received
- Grant Award: \$110,000 Maine Economic Improvement Fund grant for cybersecurity research initiative focused on industrial control systems
- Recognition: Renewed as Center of Academic Excellence by National Security Administration through 2029
- Student Spotlight: Heidi Toner, non-traditional student who started college at 40, graduated with master's in trauma-informed emergency management, accepted into UMaine doctoral program

University of Maine at Fort Kent

- Scholars Symposium: Annual event focused on "Boundaries and Bridges: The US-Canada Border Over Time"
- Polar Plunge: Participated in Long Lake event (president plans to participate next year)
- Graduate Program Milestone: First hooding ceremony for Master of Science in Nursing graduates - first graduate program in UMFk history
- Speakers: Maine's sixth poet laureate Julia Bowsema gave commencement address with original poem for class of 2025
- Student Leadership: Anna McLaughlin served as senior class speaker and valedictorian (also completing service as board student representative)
- Nursing Program: First UMFk nurse pinning ceremony held at UMPI
- Leadership Development: 12 directors/managers participated in "Leading Your Team Through Change" training

University of Southern Maine

- Athletics: Women's track team won first place, men's second place in Little East Conference; coaching staff received coaching staff of year award; men's golf team competing in NCAA tournament
- Graduation: 1,600 students graduating, ~1,000 walked at Cross Insurance Arena
- Distinguished Alumni: Recognized Rear Admiral William Blair as speaker
- Historic Milestone: Debuted first alma mater "Southern Maine is Coming Home" - lyrics by sports management professor, music by composition professor, performed by graduating voice major
- Staff Recognition: 116 staff/faculty recognized for 5-45 years of service at appreciation day
- Strategic Plan: Launched new strategic plan with community input, received standing ovation at presentation
- Osher Map Library: New presence at Lewiston-Auburn campus, current anthropology exhibit in Portland

Resolution for Trustee Owen McCarthy

A resolution was presented at the May 18-19, 2025 Board of Trustees Meeting for Board approval.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees approved the resolution.

Redlined Board Policies

Trustee Alexander presented proposed changes to Board Policies 301, 301.1, and 302.

Board Policy 301 – Mission and Strategic Plan Policy

Board Policy 301.1 – University of Maine System Mission Policy

Board Policy 302 – Academic Calendars

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 May 2025 Board of Trustees Meeting for consideration and further recommendations. The proposed Bylaw changes will be presented at the July 2025 Board of Trustees Meeting for final approval.

Confirmation of Student Representative

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 appropriate 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 nomination is being recommended by the campuses:

Undergraduate Student Representative

Rebekah Sanchez, UMFK - Appointed for a 2-year term – May 2025 to May 2027

UMFK President Hedeem introduced Rebekah Sanchez, who exhibits academic drive and won the presidential election as Student Nurses Organization leader. Departing student representative Anna McLaughlin was thanked.

On a motion by Trustee Martin, which was seconded by Trustee Cain, and approved by all Trustees present and by roll call vote, the Board of Trustees approved the appointment of the Student Representative to the Board of Trustees as presented.

Election of Board Officers

Chair and Vice Chair nominations from the Trustees are presented annually by the Nominating Committee for approval. In accordance with Board practice, the nominations are reviewed in Executive Session. Action will be taken in the public meeting. The nominating committee noted that the by laws allow the chair to serve for no more than 4 consecutive terms. The Chair will be Patricia A. Riley and the Vice Chair will be Lisa Marchese Eames.

On a motion by Trustee MacMahon, which was seconded by Trustee Cain, and approved by all Trustees present and by roll call vote, the Board of Trustees approved the FY2026 nominations for Chair and Vice Chair as presented by the Nominating Committee.

CHANCELLOR'S REPORT

Chancellor Malloy gave his congratulations on graduation numbers. He highlighted that the system awarded greater than 6,500 degrees of various types at the graduations.

Strategic Improvements: He credited the success to collective efforts by presidents, vice chancellors, and trustees to:

- Reform admissions policies to give students answers as rapidly as possible
- Significantly improve retention rates
- These improvements lead to both good populations joining in August/January and more degree awards
-

Federal Compliance Challenges: The Chancellor referred to upheaval in Washington policies and budget making. He noted:

- President Ferrini-Mundy and her support staff are doing great work for the system.
- A tremendous amount of time is being spent receiving notices from federal government, contesting incorrect notices, and bringing the system into compliance where necessary
- He expects this will continue to consume tremendous amounts of time over the summer

Infrastructure Improvements:

- Infrastructure investment has lagged for more than 50 years
- While they can't say they're catching up, they're getting better at making investments
- Turning around buildings and facilities that can be salvaged, replacing those that can't
- Campuses look better today than they did when he arrived six years ago
- Presidents are taking the lead on their own campuses

Vote to Approve President's Contract

The Chancellor shall conduct an annual review of each President's performance to be completed in May. At the time of consideration of extending 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.

On a motion by Trustee Hussey, which was seconded by Trustee Cain, and approved by all Trustees present and by roll call vote, the Board of Trustees authorized Chancellor Malloy to conclude negotiations and extend the contract for President of the University of Southern Maine, Jacqueline Edmondson, through June 30, 2028.

Vote to Approve President's Contract

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On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees authorized Chancellor Malloy to conclude negotiations and extend the contract for President of the University of Maine at Presque Isle, Ray Rice, through June 30, 2028.

Update on Competency-Based Education (CBE) at UMPI and National Landscape

President Ray Rice provided an overview of the University of Maine at Presque Isle's YourPace competency-based education program, highlighting recent developments in enrollment and retention trends, program expansion, and collaborative efforts across the University of Maine System. President Rice was joined by Charla Long, President of the Competency-Based Education Network (C-BEN), who shared a national perspective on CBE models, trends, and emerging opportunities.

Program Growth & Achievements

UMPI's "Your Pace" program has demonstrated remarkable growth since its 2017 launch, evolving from an initial enrollment of 101 students (originally projected at just 25-50) to current summer enrollment of 1,331 students. The graduate programs are also showing strong momentum, with the Master's in Organizational Leadership program attracting 174 students. This success has prompted system-wide expansion, with both UMF and UMFK planning to launch their own CBE programs in fall 2025. The program has gained national recognition, with UMPI cited as a model for other institutions developing competency-based approaches.

National Landscape Insights

Competency-Based Education Network staff provided crucial context about the national shift toward skills-based education. CBE is rapidly becoming mainstream practice nationally, with significant implications for higher education. The employment landscape is fundamentally changing, as 51% of

Fortune 500 companies no longer require degrees as proxies for job capability, and 81% of companies globally now use skills as the primary determinant for hiring decisions. This shift is being institutionalized at the policy level, with the Carnegie Foundation actively working to replace the traditional credit hour system with competency-based outcomes within the next decade.

Quality Assurance

The primary concern raised throughout the discussion centered on maintaining educational quality while achieving rapid market deployment. Board members questioned whether the emphasis on speed to market might compromise educational standards. Faculty representatives responded firmly that quality cannot be sacrificed for speed, emphasizing that CBE requires extensive pedagogical redesign that typically takes 18 months or more for proper development. They stressed that full-time faculty must maintain control over curriculum development to ensure that CBE programs mirror the expectations and rigor of traditional classroom experiences.

Liberal Arts Integration

A fundamental question emerged about how to measure competency in liberal arts subjects, particularly abstract concepts like empathy, critical thinking, and "learning how to learn." This concern reflected deeper anxieties about whether CBE could accommodate the nuanced outcomes traditionally associated with liberal education. Faculty addressed this by demonstrating how detailed performance rubrics can capture abstract concepts through specific behavioral indicators. They provided concrete examples, such as measuring empathy through observable actions and responses in professional contexts. The resolution approach emphasizes "habits of mind" and cross-disciplinary skills, incorporating reflection components in project-based assessments to capture the depth of liberal arts learning.

Implementation Challenges

Resource requirements emerged as a significant implementation challenge, encompassing technology needs for systems automation and AI integration, intensive pedagogical training for faculty development, and infrastructure improvements. Current systems were identified as initial barriers that required outsourcing solutions. Timeline concerns were also raised, with some board members expressing skepticism about whether fall 2025 launches were realistic given the complexity of proper CBE development. Faculty emphasized the heavy time investment required for quality curriculum development, cautioning against unrealistic expectations for rapid implementation.

A deeper philosophical question arose about whether CBE represents an abandonment of liberal education in favor of workforce training. This concern touched on fundamental questions about the purpose and value of higher education. The discussion was resolved by framing the issue as "both/and" rather than "either/or," demonstrating that liberal arts competencies can use workforce language while maintaining educational integrity. Presenters argued that employers actually seek traditional liberal arts skills such as collaboration, communication, and critical thinking, suggesting that CBE can serve both educational and workforce development goals simultaneously.

State and Regional Coordination

Board members expressed interest in the Alabama model of coordinating with state workforce development centers, seeing potential for similar partnerships in Maine. Discussions included the possibility of linking CBE with apprenticeship programs and coordinating with Maine's existing proficiency education standards at the K-12 level. These conversations reflected a broader vision of creating seamless educational pathways from high school through college and into the workforce.

The importance of maintaining rigorous quality standards was emphasized through discussion of the CBEN quality framework for program development. This includes performance-based evaluation with detailed rubrics and deep faculty engagement in curriculum design and delivery. The framework provides accountability measures to ensure that CBE programs maintain educational integrity while adapting to new delivery modalities.

Trustees emphasized the importance of maintaining quality standards and recognized the need for continued resource investment to support sustainable growth.

Several immediate next steps were identified, including continued expansion to UMF and UMFK, focus on system infrastructure improvements, development of AI-enhanced student support tools, and ongoing quality assurance monitoring.

The Maine system appears to be ahead of national trends in CBE implementation, positioning the universities as leaders in this educational innovation. However, all stakeholders emphasized that maintaining educational integrity remains paramount, and that CBE can successfully incorporate traditional liberal education values when properly implemented. The conversation reflected recognition that continued system support and resource investment will be essential for sustainable growth.

CHIEF INFORMATION OFFICER'S REPORT

Dr. Robert Placido presented the final components of the four-year Unified Catalog Initiative (UCI), launched in 2021 to enhance student retention and enrollment growth by harmonizing practices and technologies across the University of Maine System. He gave a live demonstration.

Key Accomplishments

Universal Course Search - Students can now discover and register for courses across all UMS institutions through a single interface, eliminating previous institutional barriers.

Aligned Academic Policies - Standardized processes including the unified Domestic Study Away Form, removing administrative barriers to cross-enrollment.

Multi-Institution Programming - New policies and technical infrastructure support cross-linked courses and multi-campus academic collaborations.

Transfer and Articulation - Resolved key transfer barriers between UMS institutions and launched the Maine Direct Transfer Pathway with the Maine Community College System in Fall 2024.

Technology Integration - Successfully implemented specialized tools including:

- Raptor system for improved student records and transfer processes
- Parchment for credential management
- Degree Planning Report tool for standardizing degree information
- Course Auditor system for comprehensive course requirement evaluations
- Boomi Integration Platform for advanced data management

Final Implementation

The demonstration focused on two culminating components marking the transition from project implementation to continuous improvement:

1. **Enhanced Unified Course Search** - Enables cross-institutional course discovery and registration through a single platform
2. **Comprehensive Degree Planning System** - Provides students a unified view of how courses from any UMS university apply to their degree programs

Success will be measured through established KPIs including increased transfer rates, improved retention, reduced time-to-degree, enrollment growth in distance education and multi-university programs, and decreased processing times for services like transcript evaluation.

While ongoing maintenance and enhancement will continue, completion of these technical components represents a significant milestone in UMS's commitment to providing a cohesive educational experience for students throughout their academic journey.

During the Chief Information Officer's report on the unified catalog, trustees engaged in an extensive discussion with questions and concerns spanning several key areas. Questions were raised about system access, specifically whether students needed to be enrolled to use the system, and inquired about the role of AI in the platform's functionality. Dr. Placido explained that while currently only enrolled students could access the full system, the plan was to eventually allow guest students to use search and planning features through the rebranded system website, though they wouldn't be able to enroll until admitted. Regarding AI, he noted that meaningful AI applications required data in the system first, but once that foundation existed, AI could help with course analysis, forecasting, and student guidance, with full AI functionality potentially available by the next fall.

Further discussion was held on AI capabilities, asking specifically about timeline for students to interact with AI agents for complex scheduling requests, such as designing schedules with specific constraints like avoiding Wednesday nights. Dr. Placido indicated this could happen relatively quickly given the rapid pace of AI development, estimating it could be ready by next fall.

A trustee raised concerns about the impact on traditional registrar offices, questioning how AI chatbots might affect staffing needs. Dr. Placido reassured that the goal was to reduce routine phone calls rather than replace human interaction entirely, noting they were already developing bots for common questions while recognizing some people would still prefer speaking with staff.

One trustee identified a technical issue he encountered while testing the system during the presentation, receiving an "unexpected error" message about "primary student path not found." This led to a discussion about error handling and user support. The trustee suggested implementing feedback buttons or contact information on error screens to help students know who to contact when problems arise.

A trustee took a moment to congratulate the board, chancellor, and Dr. Placido on completing this long-standing priority, noting that unified catalog discussions had been ongoing since around 2019-2020, and emphasized how setting it as a top priority and hiring Placido back had led to successful completion.

A faculty representative raised practical concerns based on her extensive experience with the previous system, asking about the system's flexibility and ability to handle real-time changes. She referenced problems with earlier degree planning systems that became obsolete quickly when requirements changed, asking how nimble this new system would be in responding to program modifications. Dr. Placido assured her that unlike previous systems that required running new processes when changes occurred, this system updated in real-time and could handle the complexity of different campus coding systems while hiding that complexity from students.

The faculty representative followed up with a specific policy question about course retaking, using UMPI's policy as an example where retaking a course on campus replaces an F in the GPA, but transferring the same course from elsewhere doesn't provide the same benefit. She questioned whether

students would be informed of such nuances when making course selection decisions. Dr. Placido acknowledged the complexity of these policy differences but indicated the system would handle the processing aspects once courses were completed.

A trustee asked about the system's ability to accommodate non-traditional academic paths, drawing from her experience helping students with multiple majors, honors programs, and alternative sequences. She wanted to ensure the system could handle the level of customization she'd provided in her advising work. Dr. Placido explained that students could create multiple plans and save different scenarios, with advisors having the same screen access to collaborate with students. He noted that while students could build non-traditional plans, the system would indicate whether they met all requirements and handle special permissions or prerequisites as needed.

There was discussion around approval workflow for non-traditional plans, specifically whether the system would automatically prompt faculty advisors when students deviated from standard programs. Dr. Placido responded that the system would provide instructions for special requirements directly on screen and that advisors had real-time access to review student plans.

The trustees congratulated Dr. Placido, expressed their satisfaction with the completion of the unified catalog and gave him a standing ovation in recognition of this important achievement.

VICE CHANCELLOR FOR ACADEMIC AND STUDENT AFFAIRS REPORT

Vice Chancellor St. John provided a summer and fall 2025 admissions and enrollment update and answered questions from the Trustees.

Total Applications

- Applications for Summer/Fall 2025 total 35,715, a decrease of -182 or -0.5% from last year.
- Total applications are up from last year at UM (+56 or +0.3%), UMF (+244 or +11.2%), and UMPI (+530 or +19.5%). Total applications are down from last year at UMA (-228 or -8.3%), UMFK (-49 or -3.3%), UMM (-12 or -0.4%) and USM (-723 or -10.2%).

Completed Applications

- Completed applications for Summer/Fall 2025 total 27,734, an increase of +410 or +1.5% from last year.
- Completed applications are up from last year at UM (+159 or +1.1%), UMA (+56 or +3.5%), UMF (+216 or +13.9%), UMFK (+16 or +2.4%), and UMPI (+406 or +27.5%). Completed applications are down from last year at UMM (-138 or -5.2%) and USM (-305 or -5.7%).

Admitted

- Admits for Summer/Fall 2025 total 26,996, an increase of +483 or +1.8% from last year.
- Total admitted undergraduates are up from last year at UM (+167 or +1.2%), UMA (+63 or +4.0%), UMF (+185 or +12.1%), UMFK (+25 or +4.1%), and UMPI (+361 or +24.8%). Total admitted undergraduates are down from last year at UMM (-27 or -1.1%) and USM (-291 or -5.6%).

Active Matriculated

- Active matriculated undergraduates for Summer/Fall 2025 total 5,736, an increase of +937 or +19.5% from last year.

- Active matriculated undergraduates are up from last year at UM (+353 or +17.9%), UMA (+40 or +6.6%), UMF (+26 or +8.2%), UMFK (+15 or +9.6%), UMPI (+332 or +42.5%), and USM (+177 or +19.9%). Active matriculated undergraduates are down from last year at UMM (-6 or -8.0%).

Entering Enrollment

- Total entering (first-time and transfer) enrolled undergraduates for Summer/Fall 2025 total 1,537, an increase of +90 or +6.2% from last year. Note that we are early in the enrollment process and comparisons to prior years are likely influenced by when registration windows open.

Direct Admit

- Admitted direct admit students total 1,126 for Summer/Fall 2025, an increase of +160 or +16.6% from last year. Of those admitted, 385 are currently active matriculated students (up +52 or +15.6% from last year).
- Admitted direct admit students increased from last year at UM (+51 or +15.2%), UMF (+21 or +11.9%), UMM (+4 or +22.2%), and USM (+134 or +79.8%). Direct admit students decreased from last year at UMA (-15 or -12.0%), UMFK (-25 or -48.1%), and UMPI (-10 or -11.1%).
- Active matriculated direct admit students increased from last year at UM (+30 or +18.0%), UMA (+5 or +23.8%), UMPI (+7 or +53.8%), and USM (+30 or +57.7%). Active matriculated direct admit students decreased from last year at UMF (-11 or -17.2%), UMFK (-8 or -57.1%), and UMM (-1 or -50.0%).

Update On 90-Credit Applied Bachelor's Degree Pilot Cohort

Vice Chancellor St. John shared an update on the 90-credit applied bachelor's degree programs pilot cohort and answered questions from the Trustees, Board faculty representatives, and Board student representatives.

This was the fourth in a series of updates being shared with trustees at Academic and Student Affairs Committee meetings and Board meetings. The first was shared at the February 10 ASA meeting, the second at the March 10 Board meeting, and the third at the April 28 ASA meeting. This version reflects minor changes from the one shared on April 28.

I. Programs in the pilot cohort. The programs identified for the pilot are:

- Applied Business Management (90-credit), UMFK
- Applied Public Administration (90-credit), UMA
- Applied Bachelor of College Studies (90-credit), UMM
- Applied Psychology (90-credit), UMPI (Your Pace)
- Applied Bachelor of Liberal Studies (90-credit), UMPI (Your Pace)

We are using "Applied" and "(90-credit)" in the program names to distinguish 90-credit offerings from 120-credit offerings. **Done**

II. Resource page / communications. The resource page went live at the end of February. It contains links to NECHE information, our established curricular development policies and processes, and articles about 90-credit programs published in the Chronicle of Higher Education, Inside Higher Ed, and other outlets over the past two years. **Done**

Following the same approach taken during the 2022 NECHE self study process, we will periodically update the UMS community via email and post those updates to the resource page. **Ongoing**

III. Campus engagement. Vice Chancellor St. John is sharing regular updates with the UMS Faculty Governance Council, the provosts, the enrollment managers, the registrars, and other groups, and is speaking on this subject during each of his visits with our faculty senates/assemblies. **Ongoing**

IV. Enrollment safeguards. The enrollment safeguards document (restricting access to these programs to adult degree completers) may be modified slightly over the summer to account for feedback shared by faculty and administrators. The effect of any changes will be to strengthen the safeguards. **On track**

V. Status of the programs. The five programs moved through the Intent to Plan (ITP) stage of the UMS academic approval process in February and March, including review of ITPs and the sharing of feedback through the UMS Faculty Governance Council. **Done**

Full program proposals were reviewed by the Chief Academic Officers Council (CAOC) in mid-April, and shared with the Faculty Governance Council with a request for feedback by the end of May. **Done**

These programs will be on the agenda for the trustees' consideration at the June 23 ASA meeting. **On track**

New Academic Program Proposal: A.A. in Psychology, UMA

The UMA A.A. in Psychology utilizes the coursework and expertise of UMA's existing psychology resources to create an educational pathway for students seeking degree completion and transfer opportunities. Modeled after the APA-approved Psychology curriculum, the proposed program will be the only associate-level psychology degree offered within the University of Maine System. Collaborative partnerships with UMF and USM are underway, with additional 2+2 pathways under development systemwide. This program is projected to be revenue-positive in year one.

On a motion by Trustee Martin, which was seconded by Trustee Cain, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee, and approved the Associate of Arts in Psychology at the University of Maine at Augusta.

New Academic Program Proposal: B.S. in Forest Management, UMFK

Designed to meet the region's growing demand for professional foresters, the B.S. in Forest Management serves Northern Maine and Canada's forestry community by offering alternative, experimental approaches to forestry education that will build on and complement the existing Forestry A.S. degree program. Multiple conversations between leadership and/or faculty have taken place. However, these discussions have not yet led to a collaborative relationship. This program is projected to be revenue-positive in year one.

On a motion by Trustee Martin, which was seconded by Trustee Cain, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the

Academic and Student Affairs Committee, and approved the Bachelor of Science in Forest Management at the University of Maine at Fort Kent.

New Academic Program Proposal: M.S. in Digital Marketing Analytics, USM

The USM M.S. in Digital Marketing Analytics fills a unique niche in graduate education, offering a specialized program focused on helping students acquire real-world skills with modern digital marketing methodologies and technologies. Collaborative opportunities are still being explored; no collaborations have been finalized to date. This program is expected to be revenue-positive in year one.

On a motion by Trustee Martin, which was seconded by Trustee Cain and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee, and approved the Master of Science in Digital Marketing Analytics at the University of Southern Maine.

Tenure at time of hire: Professor in the College of Education and Human Development, UM

The University of Maine has requested that tenure at the time of hire be awarded at the rank of Professor in the School of Educational Leadership, Higher Education, and Human Development within the College of Education and Human Development at the University of Maine, effective September 1, 2024, in accordance with Board of Trustee Policy 310.

On a motion by Trustee Martin which was seconded by Trustee Cain, and approved by all Trustees present except for an abstention by Trustee Loring, and by roll call vote, the Board of Trustees accepted the recommendation of the Academic & Student Affairs Committee and approved tenure at time of hire, Professor in the College of Education and Human Development at the University of Maine, with tenure to be effective September 1, 2024.

VICE CHANCELLOR FOR FINANCE AND STRATEGIC AI INTEGRATION REPORT

Finance and Administration Update

The Vice Chancellor for Finance and Strategic AI Integration Ryan Low provided two brief updates at the May 18-19, 2025, Board of Trustees meeting.

- 1) Investment Update – Flash reports
- 2) Current Fiscal Year-to-Date Forecast to Budget

FY2026 Updated Proposed University and System Office Operating Budget and Student Charges, UMS

Vice Chancellor for Finance and Strategic AI Integration & Treasurer Ryan Low presented the FY2026 Updated Proposed University of Maine System Operating & Capital Budget and Recommended Student Charges.

This was the updated, second reading of the budget, and a vote of the Committee was taken for this item forwarded to the May 18-19, 2025 Board of Trustees meeting.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and approved the FY2026 Updated Proposed University of Maine System Operating & Capital Budget and Recommended Student Charges.

Disposition of Ossipee Trail Property, USM

The University is the owner of a parcel of land at 175 Ossipee Trail, Gorham, Maine. The University does not have plans for this land and it is located away from the Gorham campus.

There is a structure on this land that is owned by a separate entity. The structure is currently condemned and cannot be used.

The University would like to offer right of first refusal to the owner of the structure at fair market value. The property is being surveyed and a value assessment will be conducted.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and authorized the University of Maine System, acting through University of Southern Maine, to sell an approximate 1-acre parcel of land in Gorham, Maine and offer right of first refusal to the current owners of the building that is on this parcel of land. All final terms and conditions of the sale agreement are subject to review and approval of the University of Maine System Treasurer and General Counsel.

Establishment of the Spofford Harris Kimball Chair in Mathematics

The Spofford Harris Kimball Chair in Mathematics is presented to the Board for approval. This professorship was created in the University of Maine Foundation in 2023 and will meet the minimum endowment value of \$1,000,000.00 needed to establish a chair within the University of Maine by the end of June 2025. The Spofford Harris Kimball Chair in Mathematics is presented now, supported with a University of Maine Foundation endowment valuing \$7,781,935.95 as of December 2024.

The purpose of this endowed chair is to improve excellence in educational opportunities and research contributions at the University of Maine in any advanced topic or area selected by the Department of Mathematics and Statistics. The annual distributions from the endowment shall be used to supplement the annual salary of the individual. In addition, a portion of the distribution may be used for stipends and benefits, as well as other needs related to the teaching, research and service activities of the holder of the Chair. The holder of the Spofford Harris Kimball Chair in Mathematics shall have an outstanding teaching and scholarly record in the area of mathematics.

An ad hoc committee shall be formed and charged with the review of applications for the Spofford Harris Kimball Chair in Mathematics, and the committee's recommendation shall be reviewed and approved according to the University of Maine's standard policies and practices for such committees.

Nominations for the Professorship shall be recommended to the Provost and then forwarded to the President of the University of Maine. Appointments shall be for a term of five years and may be renewed according to the standard policies and practices of the University of Maine. The fund shall be administered by the Dean of the College of Liberal Arts and Sciences in consultation with the Provost.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and authorized the University of Maine System, acting through the University of Maine, to establish the Spofford Harris Kimball Chair in Mathematics.

Establishment of the Pioneering Innovation Chair in Engineering

The Pioneering Innovation Chair in Engineering is presented to the Board for approval. This professorship was created in the University of Maine Foundation in 2023 and will meet the minimum endowment value of \$1,000,000.00 needed to establish a chair within the University of Maine by the end of June 2025. The Pioneering Innovation Chair in Engineering is presented now, supported with a University of Maine Foundation endowment valuing \$7,781,935.94 as of December 2024.

The purpose of this endowed chair is to improve excellence in educational opportunities and research contributions at the University of Maine in any advanced topic or area selected by the Maine College of Engineering and Computing. The annual distributions from the endowment shall be used to supplement the annual salary of the individual. In addition, a portion of the distribution may be used for stipends and benefits, as well as other needs related to the teaching, research, and service activities of the holder of the Chair. The holder of the Pioneering Innovation Chair in Engineering shall have an outstanding teaching and scholarly record.

An ad hoc committee shall be formed and charged with the review of applications for the Pioneering Innovation Chair in Engineering, and the committee's recommendation shall be reviewed and approved according to the University of Maine's standard policies and practices for such committees.

Nominations for the Professorship shall be recommended to the Provost and then forwarded to the President of the University of Maine. Appointments shall be for a term of five years and may be renewed according to the standard policies and practices of the University of Maine. The fund shall be administered by the Dean of the Maine College of Engineering and Computing in consultation with the Provost.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and authorized the University of Maine System, acting through the University of Maine, to establish the Pioneering Innovation Chair in Engineering.

Establishment of the Dr. Bernard Lown '42 Honors College Teaching Professorship

The Dr. Bernard Lown '42 Honors College Teaching Professorship is presented to the Board for approval. This professorship was created in the University of Maine Foundation in 2023 and will meet the minimum endowment value of \$250,000.00 needed to establish a professorship with the University of Maine by the end of June 2025. The Dr. Bernard Lown '42 Honors College Teaching Professorship is presented now, supported with a University of Maine Foundation endowment valuing \$273,017.28 as of December 2024.

The purpose of this endowed professorship is to recognize University of Maine faculty members who have demonstrated innovation in teaching and research/creative activity and to enable such faculty members to bring their expertise, passions, and practices to the Honors College community. The annual distributions from the endowment shall be used to supplement the annual salary of the individual. The balance of the income may also be allocated to provide undergraduate student support, equipment, technical and clerical assistance, travel, marketing, and other expenses including those related to the presentation of the Bernard Lown Memorial Lecture. The holder of the Dr. Bernard Lown '42 Honors College Teaching Professorship shall show a commitment to advancing the causes and understanding the real-world dimensions of peace, social justice, human health, and the health of the planet aligned with those of Dr. Lown.

An ad hoc committee shall be formed by the Dean of the Honors College and charged with the review of applications for the Dr. Bernard Lown '42 Honors College Teaching Professorship, and the committee's recommendation shall be reviewed and approved according to the University of Maine's standard policies and practices for such committees.

Nominations for the Professorship shall be recommended to the Provost and then forwarded to the President of the University of Maine. Appointments shall be for a term of two years and may be renewed according to the standard policies and practices of the University of Maine. The fund shall be administered by the Dean of the Honors College in consultation with the Provost.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee, and authorized the University of Maine System, acting through the University of Maine, to establish the Dr. Bernard Lown '42 Honors College Teaching Professorship.

Athletic Multipurpose Arena Funding Increase, UM

The University of Maine System, acting through the University of Maine (UMaine), requests authorization to increase spending on the design of, site work preparation, relocation of existing utilities, and early bid packages of the Athletic Multipurpose Arena, now named as Athletic Multipurpose Arena, from \$12 million to \$30 million. The Board of Trustees at the September 12, 2022, meeting authorized the University of Maine System, acting through the University of Maine, to expend up to \$40 million to construct and make improvements to the phase 1 priority projects and to continue design work under the Athletics 10-year master plan. This included design work for phase 2 projects which includes Athletic Multipurpose Arena. Of the \$40 million, \$12 million is being utilized towards the design of the Athletic Multipurpose Arena.

Funding for this work will be from the Harold Alfond Foundation (HAF) grant and matching gift contributions. The Harold Alfond Foundation has made a \$170 million commitment to the University of Maine for major upgrades to the athletics facilities and the University is expected to match these funds with \$38 million in gifts. The \$170 million commitment will be distributed over six years, starting in 2022 and concluding in 2028. Short-term or interim borrowing may be required to meet the short-term capital construction cash flow needs.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities, and Technology Committee, and authorized the University of Maine System, acting through the University of Maine, to expend up to \$30 million for the completion of design, site work preparation, relocation of existing utilities, and early bid packages for the Athletic Multipurpose Arena.

Athletic Utility Field Building, UM

The University of Maine System, acting through the University of Maine, requests authorization to construct a new Athletic Utility Field Building of approximately 3,000 square feet. The Board of Trustees approved \$27.3 million on April 8th, 2024, for "*University of Maine Soccer complex / Track & field complex / Parking Lots & Roadways / Infrastructure – UMS TRANSFORMS Athletic Field Projects.*" The building will add additional scope to this approved project and 3,000 square feet to UMaine's overall campus square footprint. The university does not seek an increase in the approved funding of \$27.3 million.

Overall requested budget and funding source:

Funding sources for the approximately 3,000-square-foot building will be from the Harold Alfond Foundation (HAF) grant and matching gift contributions. Funding of \$350,000 will be from savings from the approved \$27.3 million New Balance Track & Field and Soccer Complex / Parking Lots & Roadways / Infrastructure – UMS TRANSFORMS Athletic Field Projects; this is under budget and thus able to fund this build.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance, Facilities, and Technology Committee and authorized the University of Maine System, acting through the University of Maine, the construction of a new approximately 3,000-square-foot Athletic Utility Field Building.

Black Bear Academy Child Care Center Expansion, UM

The proposed Black Bear Academy Child Care Center expansion will positively impact students, community, and the state's overall economy and UMaine's R1 status in several ways. The Academy will provide childcare support for our faculty, staff, students, and the greater community. It will provide enhanced educational and training opportunities at the new center in nursing and early childcare education, giving UMaine graduates on-the-job experience on campus before entering the workforce. The Academy also helps UMaine maintain its R1 designation by providing childcare for early career faculty, post-doctoral fellows, and Ph.D. students, which is integral to the success of their job and attracting educated, workforce-ready people to the state of Maine.

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the Board of Trustees accepted the recommendation of the Finance,

Facilities, and Technology Committee, and authorized the University of Maine, acting through the University of Maine, to expend up to \$4 million renovations of existing facilities located at University Park in Old Town.

VICE CHANCELLOR FOR RESEARCH AND INNOVATION REPORT

University of Maine System Vice Chancellor for Research and Innovation Dr. Joan Ferrini-Mundy provided an update of activities during the May 19, 2025 board meeting.

Dr. Ferrini-Mundy presented the first report to the full board on research components of the University of Maine System strategic plan implementation.

Strategic Plan Structure

The research portion contains:

- **5 research actions**
- **15 research goals**
- Multiple metrics and reporting outcomes

Today's focus was on **Research Action One**, which has three goals and included a plan to be developed in 2023-24 (currently in draft form, though evolving due to changing circumstances).

Three Key Goals Reported:

Goal 1: Enhancing Research Capacity and External Funding Competitiveness

MEIF Small Campus Initiative Projects:

- Provides seed funding through MEIF funds across the system
- Researchers submit proposals aligned with Maine's seven statewide MEIF technology sectors
- **FY25 Awards included:**
 - Smart manufacturing award at UMA (timely with federal administration priorities)
 - Wood quality research capacity building with UMaine Fort Kent
 - Growing diversity of ideas from all universities

Systemwide Research Infrastructure:

- University of Maine sharing its research university resources with other system campuses
- Focus on research administration and compliance support (especially relevant given current federal changes)
- Building collaborative capacity across the system

Goal 2: Growing External Funding from Multiple Sources

Three-part funding landscape:

- **Federal opportunities** (as they change)
- **State funding** (generous support including MEIF)
- **Newly developing philanthropy and corporate sector funding** for R&D

Goal 3: Student Access to Research Engagement

Harold Alfond Foundation-funded TRANSFORMS Project:

- **Research Learning Experiences (RLEs)** for student success and retention
- **100+ sections** of RLE courses across entire system this past academic year
- **2,000+ students involved**
- Goal: opportunities for every student in the system by project end
- Designed to improve retention and prepare students for workforce

Emerging Research Themes

Community Engaged Research:

- Different from traditional investigator-driven laboratory research
- Involves partnerships with community members who help formulate problems
- Faculty, students, and staff work together with community to solve problems

Course-Based Research:

- Research happening within undergraduate courses
- Allows faculty with strong teaching missions to continue scholarship
- Students become partners in research

Future Focus Areas

- **Education and learning** (research on their own CBE work and assessment)
- **Applied sciences and engineering, forestry** (as programmatic activity grows)
- **Current administration research priorities:** AI, quantum and information sciences, nuclear technologies, and national security

Next Steps

- Next update will include the draft research plan for board review
- Continuing work with Research Leaders Group (meets quarterly)
- Adapting to changing federal landscape while maintaining strategic focus

Dr. Ferrini-Mundy emphasized the collaborative nature of this work and thanked the research leaders group for their expertise and regular engagement in developing the systemwide strategic research approach.

Consent Agenda

On a motion by Trustee Cain, which was seconded by Trustee Martin, and approved by all Trustees present and by roll call vote, the items on the Consent Agenda were approved by the Board of Trustees as follows:

Acceptance of Minutes

University of Maine System 2026 Honorary Degrees

Lease Renewal Authorization, USM – T-Mobile Northeast

Capital Center Space Renovation project Budget Increase Request, UMA

Ellsworth Center Lease Renewal, UMA

Cyber Security Program Training and Simulation Range Platform, SimSpace

Naming of UMaine Athletic Multipurpose Arena, UM

The next meeting of the Board of Trustees will be held via Zoom on July 14, 2025.

Additional information about the meeting can be found on the Board of Trustees website:

<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/board-of-trustees/>

Adjournment

Elizabeth Stickler, Clerk