

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

Via Zoom
July 14, 2025
Board of Trustees Meeting

Present: Trustees: Trish Riley, Chair; Barbara Alexander, Patrick Flood, Donna Loring, Emily Cain, Roger Katz, David MacMahon, Pender Makin, Kelly Martin, Elise Baldacci, William Kemler, Riley Worth, John Moore, Heather Johnson, Michael Michaud. Chancellor: Dannel Malloy. University Presidents: Leigh Saufley, Joan Ferrini-Mundy, Ray Rice, Jenifer Cushman, Joseph McDonnell, Deborah Hedeon and Jacqueline Edmondson. Faculty Representatives: Joe Staples, Clyde Mitchell, Colleen Marzilli, Tim Surrette, William Otto, and Lisa Leduc. Student Representatives: Isabella Bouchard, Rebekah Sanchez, Griffin Goins, Tyler Davis and Michelle Dionne. System Staff: Ryan Low, Jeff St. John, Robert Placido, Jake Ward, Megan Walsh, Tracy Elliott, Sam Warren, Jenny Boyden, Ryan Whitlock, Gretchen Catlin, Amon Purinton, Carolyn Dorsey, Amie Parker, Miriam White, Gabe Paquette, and Elizabeth Stickler

Monday July 14, 2025

EXECUTIVE SESSION

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

On a motion by Trustee Riley, which was seconded by Trustee Cain, and approved 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 Michaud, which was seconded by Trustee Katz, and approved by roll call vote, the Board of Trustees concluded the Executive Session.

PUBLIC MEETING

Trustee Riley, Chair, called the public meeting to order and welcomed everyone. The Clerk performed a roll call.

PUBLIC COMMENT

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

CHAIR'S REPORT

Chair Riley welcomed everyone and introduced new Trustee Heather Finnemore Johnson. Trustee Johnson brings to the board a great background in the private sector and business and most recently served as the commissioner of the Department of Economic Development in the Mills administration. She expressed excitement to join the board as they work on talent and workforce development initiatives. Chair Riley reminded the board about the conflict of interest policy and noted that conflict of interest forms will be sent to trustees shortly and need to be returned in time for the September meeting.

PRESIDENT'S ROUND ROBIN

Chair Riley asked the Presidents to provide a brief update on what's new and exciting on their campuses.

University of Maine at Farmington - President McDonnell reported that summer enrollment is up more than 8%, which is very positive. The campus has hosted various camps including the Longfellow student writers group with 69 high school students engaging in creative writing. UMF has put their first major, public policy, on the YourPace platform, with international and global studies following in the fall and six other programs planned for spring.

University of Maine at Fort Kent - President Hedeon updated on student adventures including trips to Acadia National Park and Baxter State Park. Summer enrollment increases are anticipated for fall semester as they work on preparing for convocation, orientation, and academic work based on new programs including YourPace, nursing, and the recently approved Bachelor of Science in Forest Management.

University of Southern Maine - President Edmondson shared that she had a piece published in University Business about the importance of arts and humanities at USM. The campus recently dedicated a room in the Portland Commons to former president Dr. Rich Patenaude. USM hosted Maine Model UN with over 435 students from 26 high schools. Theater and voice students are performing on stages worldwide. She asked trustees to save October 3rd for the ribbon cutting of the Crewe Center for the Arts.

University of Maine at Augusta - President Cushman announced a \$250,000 gift from Northeast Delta Dental to establish the Northeast Delta Dental Hygiene Workforce Development Fund to address Maine's shortage of licensed dental hygienists. UMA's aviation program continues to grow with 90% of students earning their private pilot license in under 12 months with a 100% pass rate. This academic year marks UMA's 60th anniversary, beginning with a birthday party on September 12th.

University of Maine - President Ferrini-Mundy focused on capital project construction work consuming the campus, including the Aroostook Farm phenotyping lab with its grand opening on Friday. Multiple projects are under construction including the sustainable aquaculture workforce innovation center, New Balance soccer field and track complex, Shawn Walsh Center renovations, advanced manufacturing center upgrades, and Blueberry Farm modernization. She highlighted the GEM project with student representative Olivia Britton providing an update from her internship with Consigliere on the project.

University of Maine School of Law - President Saufley reported applications over 60% higher than ever before, with a seated class of 107 students. Maine Law has an exceedingly long and talented wait list. The Chancellor will greet the incoming class at the August reception. Graduates are preparing for the bar exam, and the school has recruited a new clinic professor, Aaron Kusenberry, for the business and law clinic.

University of Maine at Presque Isle - President Rice updated on UMPI's community night with the Polar Bears, attracting about 350 community and university people. The campus had great upward bound work with rising high school students. UMPI is welcoming new faculty and staff hires, including a business hire who is a UMPI graduate returning after 22 years as an associate professor.

APPOINTMENT OF STANDING COMMITTEES

Board of Trustees Bylaws state that committee appointments will be made annually by the Chair. The Chair, Vice-Chair and Chancellor are ex officio members of all standing committees, but the Chancellor is a non-voting member. All committees must have at least three members apart from the ex officio members. Except for the Executive, Audit, and Human Resources/Labor Relations Committee, standing committees may have members who are not members of the Board. Faculty and Student Representatives serve as non-voting members of the Academic and Student Affairs Committee and the Finance, Facilities, Technology Committee. Committee assignments are effective from July 1, 2025, to June 30, 2026.

The Committee chairs and membership for FY2026 were included in the meeting materials. Chair Riley thanked the members for their active and engaged work on committees and commended the committee chairs for their leadership, noting these duties are important and time consuming.

BOARD POLICY UPDATES

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.

Trustee Alexander presented proposed changes to Board Policies 301, 301.1, and 302 that eliminate the inclusion of individual university and law school mission statements in the policy and set forth the methodology by which these mission statements might be updated. The policies allow for the academic calendars process to be done by the university system.

Board Policy 301 – Mission Policy

Board Policy 301.1 – University of Maine System Mission Policy

Board Policy 302 – Academic Calendars

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees approved the final version of the edited Board Policies 301, 301.1 and 302 as initially presented in redlined form at the May 2025 Board Meeting and provided at the July 2025 Board Meeting materials in final form.

On a motion by Trustee Alexander, which was seconded by Trustee Michaud, and approved by roll call vote, the Board of Trustees approved the resolution.

CONFIRMATION OF STUDENT AND FACULTY REPRESENTATIVES

Board of Trustees Meeting
July 14, 2025

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 were recommended by the campuses:

Faculty Representative:

Colleen Marzilli, University of Maine – Appointed for a 2- year term – July 2025 to July 2027

Student Representative:

Michelle “Meesh” Dionne, USM – Appointed for a 2-year term – July 2025 to July 2027

President Edmondson introduced Michelle "Meesh" Dionne as the new graduate student representative from USM. She is currently a graduate student in clinical mental health counseling completing the MS at USM. This is her second master's degree, as she holds an EdM from Harvard Graduate School of Education.

President Ferrini-Mundy introduced Dr. Colleen Marzilli as the new faculty representative from UM. Dr. Marzilli is a nurse, educator, practitioner, and leader who works with undergraduate and graduate students and serves as executive director of the American Nurses Association Maine.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees approved the appointments of the Faculty and Student Representatives to the Board of Trustees as presented.

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

APPROVAL OF COLLECTIVE BARGAINING AGREEMENT, SERVICE & MAINTENANCE - TEAMSTERS UNION

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 Service & Maintenance Teamsters Union. The Board was briefed on the terms of the Tentative Agreement at the meeting and will receive a final update once members of Teamsters have ratified said agreement.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Service & Maintenance - Teamsters Union once voted upon by the members of that bargaining unit and upon notice that the agreement has been ratified.

On a motion by Trustee Michaud, which was seconded by Trustee Flood, and approved by roll call vote, the Board of Trustees approved the agreement.

APPROVAL OF COLLECTIVE BARGAINING AGREEMENT, FRATERNAL ORDER OF POLICE (FOP) UNION

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 is nearing completion of a tentative agreement with the Fraternal Order of Police (FOP) Union. The Board was briefed on the terms of the Tentative Agreement at the meeting and will receive a final update once members of FOP have ratified said agreement.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees authorized the Chancellor to execute the collective bargaining agreement with the Fraternal Order of Police (FOP) Union once voted upon by the members of that bargaining unit and upon notice that the agreement has been ratified.

On a motion by Trustee Michaud, which was seconded by Trustee Martin, and approved by roll call vote, the Board of Trustees approved the agreement.

CHANCELLOR'S REPORT

Chancellor Malloy congratulated the presidents on graduation numbers and highlighted that there have been issues raised in Washington on budget and other items. The system is responding regularly and doing their best to keep faculty and students informed. He thanked the Senate and House team, particularly Senator Collins, for great work. He expressed gratitude to all presidents but particularly thanked the University of Maine and President Ferrini-Mundy for extraordinary work around research grants and following PAL and TRIO developments.

Chancellor Malloy noted tremendous infrastructure investments taking place across most campuses. He promised years ago that infrastructure would be a focus, and they are seeing that come true in housing and other buildings. He thanked Sam Warren and Ryan Low for extraordinary work in bringing together the budget in difficult circumstances with more unknowns than ever before.

The Chancellor reported on a recent chancellor, vice chancellor and presidents' retreat with a day-long discussion on the future of higher education. He expects to demonstrate improvements in retaining students and vast increases in those numbers when they get to mid-October enrollment figures.

President Ferrini-Mundy provided additional details on federal funding impacts. Of the 125 different grants discussed with the grant review team, 62 grants have been restored, four are still paused, and 20 are in terminated status. These numbers change daily as they work with standard appeal processes and support from the congressional delegation.

VICE CHANCELLOR FOR ACADEMIC AND STUDENT AFFAIRS REPORT

Vice Chancellor St. John provided a brief enrollment update for the Fall 2025 term.

As of the reporting date, fall headcount enrollment is up just under 1% over last year, with significant numbers of graduate students and YourPace students not yet enrolled. Graduate headcount is up 2.6% year-over-year and graduate credit hours are up 3.5%.

Vice Chancellor St. John explained the process for eliminating or suspending academic programs, noting it's undertaken only very judiciously and conservatively after noting long periods of declining or no enrollment and insufficient faculty to run programs.

UNIVERSITY OF MAINE AT FORT KENT ELIMINATIONS

The University of Maine at Fort Kent (UMFK) sought approval to eliminate the following programs:

Bachelor of Science in Cybersecurity (online)
Bachelor of Science in Cybersecurity (on campus)
Bachelor of Arts in English
Associate of Arts in General Studies - Accounting
Associate of Science in Information Security

As described in the elimination proposal, these programs have experienced low or zero enrollments for the last several years.

The proposal for elimination was reviewed at all appropriate faculty and administrative levels at UMFK and was reviewed and subsequently recommended by the Chief Academic Officers Council. Vice Chancellor St. John recommended these eliminations to Chancellor Malloy, who affirmed his support for the eliminations on May 13, 2025.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation to suspend the following academic programs: Bachelor of Science in Cybersecurity (online), Bachelor of Science in Cybersecurity (on campus), Bachelor of Arts in English, Associate of Arts in General Studies - Accounting, and Associate of Science in Information Security at the University of Maine at Fort Kent.

On a motion by Trustee Michaud, which was seconded by Trustee Katz, and approved by roll call vote, the Board of Trustees approved the resolution.

Suspension: Bachelor of Arts in French (UMFK)

The University of Maine at Fort Kent (UMFK) is seeking permission to suspend the Bachelor of Arts in French.

As described in the suspension proposal from UMFK, this program has experienced low and zero enrollments for the last several years, has insufficient faculty resources available, and is duplicated elsewhere within UMS.

The proposal for suspension was reviewed at all appropriate faculty and administrative levels at UMFK and was reviewed and was recommended by the Chief Academic Officers Council. Vice Chancellor St. John recommended the program's suspension to Chancellor Malloy, who affirmed his support for the suspension on May 13, 2025.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation to suspend the Bachelor of Arts in French at the University of Maine at Fort Kent.

On a motion by Trustee Michaud, which was seconded by Trustee Moore, and approved by roll call vote, the Board of Trustees approved the resolution.

Suspension: Bachelor of Arts in Liberal Studies (UMA)

The University of Maine at Augusta (UMA) sought permission to suspend the Bachelor of Arts in Liberal Studies.

As described in the suspension proposal from UMA, the Bachelor of Arts in Liberal Studies has been part of a comprehensive restructuring within the College of Arts and Sciences at UMA. The revision of the UMA B.A. in Interdisciplinary Studies and other curricular changes have rendered the B.A. in Liberal Studies obsolete. A transfer plan has been developed for all affected students.

The proposal for suspension was reviewed at all appropriate faculty and administrative levels at UMA, and was reviewed and was recommended by the Chief Academic Officers Council. Vice Chancellor St. John recommended the program's suspension to Chancellor Malloy, who affirmed his support for the suspension on May 13, 2025.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation to suspend the Bachelor of Arts in Liberal Studies at the University of Maine at Augusta.

On a motion by Trustee Michaud, which was seconded by Trustee Katz, and approved by roll call vote, the Board of Trustees approved the resolution.

Elimination: Bachelor of Arts in Natural and Applied Sciences (USM) and Bachelor of Science in Applied Technical Leadership (USM)

The University of Southern Maine (USM) sought permission to eliminate the Bachelor of Arts in Natural and Applied Sciences and Bachelor of Science in Applied Technical Leadership.

As described in the included elimination proposal from USM, these programs have experienced low enrollments (fewer than 10 enrolled) for the last several years. Teach-out plans have been developed for the remaining students.

The proposal for elimination was reviewed at all appropriate faculty and administrative levels at USM and was reviewed and recommended by the Chief Academic Officers Council. Vice Chancellor St. John recommended these eliminations to Chancellor Malloy, who affirmed his support for the eliminations on June 24, 2025.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation to eliminate the following academic programs at the University of Southern Maine: The Bachelor of Arts in Natural and Applied Sciences, and the Bachelor of Science in Applied Technical Leadership.

On a motion by Trustee Michaud, which was seconded by Trustee Moore, and approved by roll call vote, the Board of Trustees approved the resolution.

ADULT DEGREE COMPLETION INITIATIVE

Vice Chancellor St. John presented to the Board a standard definition of adult degree students and enrollment safeguards to be used across all UMS institutions for admission to 90-credit degree programs.

Chair Riley thanked the vice chancellor, noting that the issue that has engaged the university system and the board over many months is the adult degree completion initiative needing a clear definition since every student over age 18 is an adult. The Board wants to reinforce the importance of a comprehensive undergraduate education but also provide opportunities to finally address the many adults in Maine who have some college but have not completed their degrees and appreciates that the 90-credit hour degree pilot program will be targeted to those working adults

The definition is as follows:

Enrollment safeguards for 90-credit applied bachelor's degree programs

March 2025

1. Students seeking to enroll in a 90-credit program must *either*:
 - a. Already be enrolled in a program, certificate, or course(s) after having joined one of our universities as an *adult degree completer*, defined as (1) having some prior earned credit, and (2) having been away from one of our universities or another college or university for at least two years. This is consistent with our existing definition of adult degree completers for scholarship purposes. These qualifications will be checked by the student's academic advisor and cross-checked by the university registrar. *or*
 - b. If not already enrolled as a UMS adult degree completer, 90-credit program applicants must be guided through a transcript evaluation, including evaluation of CPL (credit for

prior learning—i.e., work/life experience equivalent to earned academic credit), and must meet the away-for-two-years requirement as well. These students' eligibility will be checked and cross-checked by the academic advisor and the registrar.

2. **Students who do *not* meet the requirements of (a) or (b) above may not enroll in a 90-credit program. This includes *all non-adult degree completion students* currently enrolled, or planning to enroll, in a 120-credit UMS program, *and* community college transfers who entered a community college program within one year of graduating from high school and are seeking to move directly from community college to a 90-credit program.** (One exception: Community college transfers who enrolled in their community college programs *as adult degree completers*— as defined by UMS— *will* be eligible for 90-credit program enrollment pending transcript review, CPL evaluation, and confirmation by the academic advisor and registrar.)

Note: Enrollment safeguards applied to specific academic programs are not new in UMS. Special restrictions have long been in place for highly competitive programs (e.g., nursing, engineering), and have been instrumental in preserving quality in areas of innovation.

Trustee Alexander asked whether the safeguards document should be incorporated as a new board policy and where it would reside for future compliance monitoring. Vice Chancellor St. John responded that he had a note to discuss this with the Policy Review ad hoc committee at its next meeting

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees approved the definition of adult degree students set forth in the enrollment safeguards document shared with the trustees in March and July 2025.

On a motion by Trustee Michaud, which was seconded by Trustee Baldacci, and approved by roll call vote, the Board of Trustees approved the resolution.

90-CREDIT PILOT PROGRAMS

Program Implementation Timeline and Evaluation Vice Chancellor St. John provided detailed context about the implementation timeline and accreditation process. Chancellor Malloy has secured a spot on the November 2025 commission meeting for the New England Commission of Higher Education (NECHE), which represents a critical step in the approval process. Vice Chancellor St. John will submit a substantive change report in mid-October 2025 for commission consideration during the November meeting.

The timeline for program launch depends on NECHE's approval decision. If approved at the November 2025 meeting, the programs would most likely launch in summer or fall of 2026. There is a significant lag between the November commission meeting and the system's receipt of a letter confirming the outcome, which makes it very difficult to start programs in the spring 2026 semester. Vice Chancellor St. John noted that more realistically, summer 2026 would be the earliest starting point for these programs, with fall 2026 being the more likely launch timeframe.

If for any reason NECHE provides approval more quickly than anticipated, there could be a possibility of launching programs slightly earlier than summer 2026. However, Vice Chancellor St. John emphasized that the system is acting appropriately by planning for the November timeline, noting that the

commitment for the November meeting was secured approximately four and a half months prior to this board meeting, demonstrating proper advance planning.

Once programs are launched, they will go through at least one to two semesters of actual program delivery before comprehensive evaluation can begin. The systemwide academic assessment committee (SWAC) will work with Vice Chancellor St. John to develop uniform assessment protocols across all five programs. These assessment results will be reported through the Academic and Student Affairs committee to the full board. Most likely, by the end of spring 2027, the system will have completed a full cycle of at least two semesters worth of courses to report on with meaningful data and actual student outcomes. Trustee Katz asked specifically about evaluation timing, and Vice Chancellor St. John confirmed that the system would be updating trustees along the way during program delivery, but that substantive assessment data would require at least two full semesters of operation to provide meaningful analysis of program effectiveness and student success outcomes.

The Board approved several new 90-credit pilot programs for adult degree completion:

NEW ACADEMIC PROGRAM PROPOSAL: BACHELOR OF ARTS IN APPLIED LIBERAL STUDIES (90-CREDIT) (UMPI)

This program has been developed and brought forward in full adherence to (1) our established UMS curricular development processes and policies; (2) NECHE's guidance regarding 90-credit programs; (3) and the Board's endorsement of a five-program pilot with enrollment restricted to our adult learner population.

The Bachelor of Arts in Applied Liberal Studies (90-credit) at the University of Maine at Presque Isle leverages the university's existing Liberal Arts teaching and student support capabilities and organizes the existing curriculum into a streamlined learning format designed for adult learners who seek applied professional skills. The B.A. in Applied Liberal Studies (90-credit) is fully transferable into the 120-credit full degree program (should students choose to continue beyond 90 credits).

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Arts in Applied Liberal Studies (90-credit) at the University of Maine at Presque Isle as a 90-credit pilot program with enrollment limited to adult students, as defined by the Board, and with regular reviews by the Board of the System's evaluation of the pilot.

On a motion by Trustee Michaud, which was seconded by Trustee Alexander, and approved by roll call vote, the Board of Trustees approved the resolution.

NEW ACADEMIC PROGRAM PROPOSAL: BACHELOR OF ARTS IN APPLIED PSYCHOLOGY (90-CREDIT) (UMPI)

This program has been developed and brought forward in full adherence to (1) our established UMS curricular development processes and policies; (2) NECHE's guidance regarding 90-credit programs; (3) and the Board's endorsement of a five-program pilot with enrollment restricted to our adult learner population.

The B.A. in Applied Psychology (90-credit) at the University of Maine at Presque Isle leverages the university's existing Psychology teaching and student support capabilities and organizes the existing curriculum into a streamlined learning format designed for adult learners who seek applied professional skills. The B.A. in Applied Psychology (90-credit) is fully transferable into the 120-credit full B.A. degree program (should students choose to continue beyond 90 credits).

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Arts in Applied Psychology (90-credit) at the University of Maine at Presque Isle as a 90-credit pilot program with enrollment limited to adult students, as defined by the Board, and with regular reviews by the Board of the System's evaluation of the pilot.

On a motion by Trustee Michaud, which was seconded by Trustee Alexander, and approved by roll call vote, the Board of Trustees approved the resolution.

NEW ACADEMIC PROGRAM PROPOSAL: BACHELOR OF SCIENCE IN APPLIED PUBLIC ADMINISTRATION (90-CREDIT) (UMA)

This program has been developed and brought forward in full adherence to (1) our established UMS curricular development processes and policies; (2) NECHE's guidance regarding 90-credit programs; (3) and the Board's endorsement of a five-program pilot with enrollment restricted to our adult learner population.

The Bachelor of Science in Applied Public Administration (90-credit) at the University of Maine at Augusta leverages the university's existing Public Administration teaching and student support capabilities and organizes the existing curriculum into a streamlined learning format designed for adult learners who seek applied professional skills. The B.S. in Applied Public Administration (90-credit) is fully transferable into the 120-credit full degree program (should students choose to continue beyond 90 credits).

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Science in Applied Public Administration (90-credit) at the University of Maine at Augusta as a 90-credit pilot program with enrollment limited to adult students, as defined by the Board, and with regular reviews by the Board of the System's evaluation of the pilot.

On a motion by Trustee Michaud, which was seconded by Trustee Alexander, and approved by roll call vote, the Board of Trustees approved the resolution.

NEW ACADEMIC PROGRAM PROPOSAL: BACHELOR OF APPLIED COLLEGE STUDIES (90-CREDIT) (UMM)

This program has been developed and brought forward in full adherence to (1) our established UMS curricular development processes and policies; (2) NECHE's guidance regarding 90-credit programs; and

(3) the Board's endorsement of a five-program pilot with enrollment restricted to our adult learner population.

The Bachelor of Applied College Studies (90-credit) at the University of Maine at Machias leverages the university's existing College Studies teaching and student support capabilities and organizes the existing curriculum into a streamlined learning format designed for adult learners who seek applied professional skills. The Bachelor of Applied College Studies (90-credit) is fully transferable into the 120-credit full degree program (should students choose to continue beyond 90 credits).

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Applied College Studies (90-credit) at the University of Maine at Machias as a 90-credit pilot program with enrollment limited to adult students, as defined by the Board, and with regular reviews by the Board of the System's evaluation of the pilot.

On a motion by Trustee Michaud, which was seconded by Trustee Alexander, and approved by roll call vote, the Board of Trustees approved the resolution.

New academic program proposal: Bachelor of Science in Applied Business Management (90-credit) (UMFK)

This program has been developed and brought forward in full adherence to (1) our established UMS curricular development processes and policies; (2) NECHE's guidance regarding 90-credit programs; and (3) the Board's endorsement of a five-program pilot with enrollment restricted to our adult learner population.

The Bachelor of Science in Applied Business Management (90-credit) at the University of Maine at Fort Kent leverages the university's existing Business Management teaching and student support capabilities and organizes the existing curriculum into a streamlined learning format designed for adult learners who seek applied professional skills. The Bachelor of Science in Applied Business Management (90-credit) is fully transferable into the 120-credit full degree program (should students choose to continue beyond 90 credits).

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Bachelor of Science in Applied Business Management (90-credit) at the University of Maine at Fort Kent as a 90-credit pilot program with enrollment limited to adult students, as defined by the Board, and with regular reviews by the Board of the System's evaluation of the pilot.

On a motion by Trustee Michaud, which was seconded by Trustee Alexander, and approved by roll call vote, the Board of Trustees approved the resolution.

UNIVERSITY OF MAINE AT FARMINGTON - MASTER OF EDUCATION

The Master of Education at the University of Maine at Farmington aims to equip educators and education professionals with advanced knowledge in instruction, curriculum, policy, and advocacy. It

targets current and aspiring educators seeking to deepen their content and pedagogical knowledge through inquiry, policy understanding, and advocacy.

This proposal moves forward with the support of faculty and administrators from the University of Maine, the University of Maine at Augusta, and the University of Southern Maine. Discussions with representatives from each unit revealed pathways for future collaboration.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the Master of Education at the University of Maine at Farmington.

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

OFF-CYCLE TENURE REQUEST, UNIVERSITY OF MAINE AT FORT KENT

The University of Maine at Fort Kent recommends that tenure be awarded at the rank of Professor in the Department of Forestry effective September 1, 2025, in accordance with Board of Trustee Policy 310.

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee and approved the request for tenure in the Department of Forestry at the University of Maine at Fort Kent effective September 1, 2025.

On a motion by Trustee Michaud, which was seconded by Trustee Katz, and approved by roll call vote, the Board of Trustees approved the resolution.

Chancellor Malloy thanked the trustees for working with the system on the 90-credit proposals, noting that change is hard but necessary in today's academic world. He credited Vice Chancellor St. John with spectacular work and thanked the presidents whose universities were granted this ability.

Presentation of the USM Strategic Vision, University of Southern Maine

Consistent with Administrative Practice Letter (APL) X-A (Procedures for Submission of Mission Statements and Strategic Plans), the University of Southern Maine has completed four of the six steps governing the creation or revision of strategic plans or mission statements:

1. Campus-wide discussion and deliberation by the president and/or his/her designees.
2. Discussion with the Chancellor and his/her designees at the System level.
3. Approval of the draft documents and/or revisions at the campus level.
4. Approval of the draft documents and/or revisions by the Chancellor.

Step 5 is "Approval of the draft documents and/or revisions by the Board of Trustees at a regularly scheduled meeting."

Pending the Board's approval, university and System staff complete the sixth and final step in the process: "Inclusion of the approved mission or strategic plan and/or revisions in all appropriate campus and [S]ystem publications."

USM intentionally engaged in efforts to throughout the 2024-25 academic year to have broad participation and input on the new strategic plan that considered past plans and the UMS strategic plans. We embarked on a series of townhall meetings at each campus location and via Zoom in the fall semester, and we held meetings at the unit-level that included departments, colleges, and student body government. We also provided an opportunity for people to provide input through an online survey. Our goal was to produce a plan that was memorable and could serve as a link between the UMS strategic plans and individual unit-level plans.

Input from the meetings and survey was compiled and analyzed, and the broader themes and priorities were identified. The broad themes of "people, purpose, place" and associated goals were presented at a university-wide meeting on May 15, 2025. Over 200 people were in attendance, and the presentation of the new plan resulted in a standing ovation.

President Edmondson presented USM's strategic vision organized around three themes: people, purpose, and place. Each theme has four areas of focus with examples from different units showing how they connect to the University of Maine system strategic plan. The vision emphasizes being student-focused every day while maintaining broad engagement across the campus community.

VICE CHANCELLOR FOR FINANCE AND STRATEGIC AI INTEGRATION REPORT

Vice Chancellor Low provided positive investment results, reporting that through the fiscal year the managed investment pool saw a 6.5% gain for the fiscal year to date, with an estimated additional 3.3% gain for June. The operating fund had an estimated return of approximately 16 million for the fiscal year, which is 13.5 million over the annual investment budget return of 2.5 million.

University of Maine Capital Projects

President Ferrini-Mundy presented several major capital projects at the University of Maine:

BOARDMAN HALL MODERNIZATION

The University of Maine System, acting through the University of Maine (UMaine), requested authorization to expend up to \$10,040,000 (approximately 20% of the total estimated project cost) for the modernization of Boardman Hall for design services, preconstruction services, early site/building work, ordering of new building equipment with long lead times, and early construction packages.

Built in 1948 and opened in 1949, Boardman Hall is the home to the School of Engineering Technology, the School of Computing and Information Science, and the Department of Civil and Environmental Engineering. The building is named after Harold S. Boardman, who graduated in civil engineering at UMaine in 1895. Mr. Boardman was a devoted member of UMaine and eventually served as UMaine's seventh president from 1926 to 1934. In 1964, the university expanded the two wings of Boardman Hall, added more floors, and in 1990, built the Llewellyn Edwards wing. With the additions, Boardman Hall has an area of approximately 64,800 gross square feet. While Boardman Hall has experienced several renovations over the years, those renovations were target-based renovations to specific areas of the building, such as roof replacements, classroom renovations, office renovations, and lab renovations.

Boardman Hall, in approximately seventy-six years, has not had a major renovation to address the building envelope, HVAC upgrades, electrical upgrades, and plumbing upgrades. Space utilization within the building is limited to the layout of the building and significant renovations will increase utilization while providing a welcoming building for faculty, staff, researchers, and students. The current net asset values for Boardman Hall, 5.58% for the main building and 26.9% for the Edward Wing, reinforce the need for this renovation

TEXT OF PROPOSED RESOLUTION:

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 (UMaine), to expend up to \$10,040,000 for the modernization of Boardman Hall. This authorization includes funding for design and preconstruction services, early site and building work, procurement of long-lead-time equipment, and early construction packages.

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

DARLING MARINE CENTER MARINE CULTURE LABORATORY RENOVATION

The University of Maine System, acting through the University of Maine (UMaine), requested authorization to expend up to \$1,362,000 for the Darling Marine Center Marine Culture Laboratory Renovation to Increase the Resilience of Maine's Aquaculture Industry.

Located in South Bristol, Maine, the Darling Marine Center (DMC) welcomes scientists and students from UMaine and around the world to utilize the facilities, which enable research and hands-on learning experiences in the field and laboratory studies of coastal and marine ecosystems. The DMC also actively engages with fishermen, aquaculture entrepreneurs, marine industry professionals, and community members through collaborative research, workforce development, and business incubation programs.

TEXT OF PROPOSED RESOLUTION:

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 (UMaine), to expend up to \$1,362,000 for the Darling Marine Center Marine Culture Laboratory Renovation to Increase the Resilience of Maine's Aquaculture Industry.

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

FOREST BIOMATERIALS INNOVATION CENTER

The University of Maine System, acting through the University of Maine (UMaine), requested authorization to expend up to \$7,425,000 to construct the Forest Biomaterials Innovation Center (FBIC). FBIC will be approximately 7,200+/- square feet, a stand-alone research building, including a new sidewalk and loading dock area.

The FBIC site is adjacent to (less than 20 feet from) the Process Development Center (PDC) and Jenness Hall on the University of Maine Campus in Orono, Maine. The Process Development Center is a 37,000-square-foot facility that houses a pilot paper machine, commercial-scale mechanical refiners, four 3,500-gallon processing tanks, and various other equipment. In addition to housing the PDC, Jenness Hall is a 3-story building with classrooms, offices, laboratories, conference rooms, and a lobby. Direct access to the FBIC, the Process Development Center, and Jenness Hall is required to accomplish the planned tasks efficiently.

The FBIC will consist of an ample, open space to accommodate new equipment that will allow innovative processing of forest fiber at a demonstration scale. The new FBIC will include a temperature and humidity-controlled room, pipe chases to deliver slurries from the PDC to the FBIC to supply equipment within the FBIC, a wet lab for measuring and processing wood fiber slurries, and, if funding allows, a conference room for hosting students and professionals for training.

TEXT OF PROPOSED RESOLUTION:

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 (UMaine), to expend up to \$7,425,000 for the design and construction of the new Forest Biomaterials Innovation Center research facility.

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

MAINE AGRICULTURAL AND FOREST EXPERIMENT STATION ANALYTICAL LABORATORY

The University of Maine System, acting through the University of Maine (UMaine), requested authorization to expend up to \$4,969,000 for the modernization and expansion of the Maine Agricultural and Forest Experiment Station (MAFES) Analytical Laboratory and Soil Testing Services within Deering Hall.

The existing Analytical Laboratory and Soil Testing Services lab was constructed within Deering Hall in 1981 to increase the capacity to provide in-demand testing for thousands of annual users, enhance soil research, and foster hands-on student learning while supporting the sustainability and growth of Maine's natural resource economy and dependent jobs.

TEXT OF PROPOSED RESOLUTION:

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 (UMaine), to expend up to \$4,969,000 for the modernization and expansion of the Maine Agricultural and Forest Experiment Station (MAFES) Analytical Laboratory and Soil Testing Services.

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

UNIVERSITY OF MAINE AT AUGUSTA ADDITIONAL RESIDENTIAL HOUSING

President Cushman presented a proposal for additional residential housing in Hallowell. The facility would add 62 beds to the current 103 for a total of 165, along with a full service dining hall that will contribute revenue through summer conferencing. The lease has the same terms as other leases already approved by the board and the investment is a key component of broader efforts to support student success, grow enrollment, and enhance residential life as well as grow revenue from conferences and camps.

The project aligns with the University of Maine strategic plan, specifically action three goals 3.1 and 3.2 which focus on building student community and delivering responsive inclusive co-curricular experiences. It also advances UMA's strategic priorities including onboarding and supporting students, strengthening in-person cohort programs, and providing equitable housing options for students of all backgrounds.

President Cushman noted that housing demand is growing fast, especially in programs like nursing, aviation, architecture and cyber security, with UMA's existing housing units consistently at or above 100% occupancy. As of June, UMA had received 170 housing applications, which is more than this new facility would provide even when combined with existing capacity.

The new facility will significantly improve the residential student experience at UMA by introducing features that support community engagement, including the full service dining hall currently absent from housing offerings, a large student commons including an outdoor patio, a sports court, and walkable access to downtown Hallowell's restaurants, art venues, and civic resources. These amenities will foster greater social connection and promote well-being while providing a more cohesive and rewarding student life environment.

President Cushman explained that the project directly supports UMA's academic mission with growing demand for in-person programs, and that access to existing student resources is vital. The cohort-based housing will help foster peer networks and support structures that improve retention and persistence, and the close proximity to labs, studios, flight training, and in-person classes is an advantage for students residing in Hallowell with the shuttle service.

Sodexo projects an additional \$100,000 in annual conferencing and dining revenue from the full service kitchen. Funding will come from student room and board revenue, auxiliary funds, and increased conferencing event income, with the lease including \$285,000 a year in operating costs covered by the lessor. The project serves UMA's equity and access goals by providing secure, affordable housing to first generation, rural and adult learners, which are populations particularly impacted by Maine's competitive housing market.

Trustee Discussion and Concerns

Trustee Michaud asked about contingency plans if enrollment drops or if the dining operates at a loss. President Cushman responded that the beauty of the arrangement is that it connects to existing housing, so if enrollment were to drop, they could look at all leases and exit whichever lease is expiring soonest, allowing them to gradually scale back. Regarding dining, she explained it's integral both for students living in the housing and for conference revenue being used to help pay the lease.

Vice Chancellor Low provided additional context, emphasizing that this is not a traditional university with 4,000 students and 2,000 beds having a typical conversation about a 5% enrollment drop. UMA is a large university that has less than 200 beds with demand that far exceeds capacity. He noted that if

enrollment drops, there will still be demand for this housing because it's a completely different situation than what would be expected at any other campus with long-established residence halls and occupancy patterns.

Trustee Alexander expressed serious concerns about the proposal from a fiduciary perspective. She emphasized that unlike other proposals heard that day, there is no foundation funding supporting this project. This is a risk entirely related to the University of Maine at Augusta, which already operates three dorms on campus. She noted this is a brand new building, not a renovation like the other dorms, and represents a substantial increase from 103 to 165 beds.

Trustee Alexander highlighted that the addition of the dining hall is entirely a matter of projection with respect to student interest and use, and the funding that may or may not exist as a result of future promotional summertime activities when dorms are empty. She viewed the proposal as risky and entirely related to projected income that is not guaranteed in any respect.

While acknowledging that the Finance, Facilities and Technology Committee had thoroughly considered the proposal in two meetings, Trustee Alexander stated she would have suggested waiting a year in light of all the different federal and budgetary issues that may affect the ability of lower or middle class students to attend university and pay significant room and board fees to live in these dorms.

Trustee Alexander was particularly nervous about the projections, calling this a significant increase in beds that need to be filled. She pointed out that current favorable enrollment projections are just that - projected and not guaranteed. She noted there is a hotel currently used to house overflow of about 20 students this year, and that number could increase next year, but this new facility wouldn't be available until 2027 even though the lease obligation begins when signed.

Trustee Katz thanked Trustee Alexander for her fiscal conservatism and acknowledged having many of the same concerns as the proposal was initially reviewed. However, he stated he had been convinced the proposal makes sense at this time for several reasons. First, the university is not owning these buildings or paying for construction - these are lease arrangements only. Second, the developer has an excellent track record, not generally speaking but specifically with UMS because he has done a great job with existing dorms.

Trustee Katz noted that the concern about filling the units is addressed by Vice Chancellor Low's point that demand is clearly there. He hoped there would be preference given to students in nursing, aviation, architecture and cyber security because those tend to be students coming from out of the area and even out of state. He pointed out that if demand isn't there, the other three leases are expiring relatively soon on the calendar, allowing the system to cut back the number of rooms as needed even with inclusion of this new lease.

Chair Riley acknowledged sharing many of the concerns raised by Trustee Michaud about the dining hall and by Trustee Alexander given the demographic cliff being faced. However, she appreciated the hard work the Finance, Facilities and Technology Committee had done on this proposal. She noted that while they can get out of the leases, it would not be without penalty, and that UMA is prepared to take on that obligation solely in its own budget. She concluded that good work had been done to resolve what is a more risky proposal than the board typically sees.

Trustee Martin noted that historically while she has been on the board, requests for student housing at UMA have been good decisions because of programs like aviation and architecture and the need for students to live close by. While acknowledging that history is not always an indicator of how things will go, she believed it has been a good decision to support student housing in the past and viewed this as a good solid decision, supporting the Finance, Facilities and Technology Committee recommendation.

TEXT OF PROPOSED RESOLUTION:

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 at Augusta to enter into a lease agreement for an approximately 17,910 square feet student residential housing space with Mastway Development LLC (also known as SC-One LLC) or its successor organization for fifteen (15) years and a cost up to \$13,608,540; with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

On a motion by Trustee Michaud, which was seconded by Trustee Cain, and approved by roll call vote with opposition from Trustee Alexander, Trustee Moore, and Trustee Worth, the Board of Trustees approved the resolution.

UNIVERSITY OF MAINE SCHOOL OF LAW COMPREHENSIVE CAMPAIGN

President Saufley presented Maine Law's proposal to launch a comprehensive campaign to raise funds. The campaign has a goal of \$10 million over a five-year period with early success already showing pledges for five major components: student success, faculty support, facilities, clinics, and annual fund. The campaign will have a quiet phase through either June of next year or the following year, followed by a public campaign launch.

The University of Maine School of Law submitted this request for approval of its "Comprehensive Campaign" to raise an anticipated \$10 million. Maine Law will conduct its campaign in partnership with the University of Maine School of Law Foundation and in collaboration with the Maine Center and its partners.

The attached information outlines the proposed campaign. Dean and President Leigh Saufley, Chief Business Officer Nicole Vinal, and Chief Development Officer Chris Haley provided an overview of the campaign plan, which includes funds for:

- Student Success: including scholarships, fellowships, and externships
 - o (Goal: \$2 million)
- Faculty Support: including endowed chairs, professorships, and travel funds
 - o (Goal: \$2 million)
- Capital Projects/Facility: Collaboration with the Maine Center to renovate new spaces at 7 Custom House, update spaces at 300 Fore Street, and complete external improvements to air exchange, envelope sealing, and signage. Launch naming of spaces within the Maine Center
 - o (Goal: \$2 million)
- The Clinics at Maine Law: include endowing clinical programs and providing critical operating funds for all clinics.
 - o (Goal: \$2 million)

- Enhanced Annual Fund Contributions: including increased support for all operational and compensation needs within Maine Law.
 - o (Goal: \$2 million)

TEXT OF PROPOSED RESOLUTION:

The Board of Trustees accepted the recommendation of the Finance, Facilities and Technology Committee and approved the University of Maine School of Law's "Comprehensive Campaign" plan as presented by President and Dean Leigh Saufley at its July 14, 2025, meeting.

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

CHIEF EXTERNAL & GOVERNMENTAL AFFAIRS OFFICER REPORT

Chief External and Governmental Affairs Officer Samantha Warren provided an update on the outcomes of the University of Maine System's advocacy during the First Regular and First Special Sessions of the 132nd Maine Legislature.

The system secured its full funding request representing a total of \$32 million in additional funding over the biennium. This represents 4% annual base operating increases and funding to fully cover initial costs for the state's new mandatory paid family and medical leave program.

Warren highlighted several legislative achievements including codifying in state statute a goal of increasing overall R&D spending as a percentage of Maine's GDP to the national average by 2030, upholding competitive procurement processes, and protecting employees' ability to copyright their works.

Chair Riley noted that she spent some time in Augusta with Sam Warren and acknowledged her exceptional work and how clearly she is valued by public officials as a trusted and respected voice for UMS

VICE CHANCELLOR FOR RESEARCH AND INNOVATION REPORT

The Vice Chancellor for Research and Innovation (VCRI), Joan Ferrini-Mundy, provided a timely update on the initial progress of Establishing a UMS Office of Foundation Development, which included a proposed timeline, staffing plan, assessment of current resources, and outline of next steps.

The system is posting a position for a director of foundation development and relations to work on corporate and family philanthropy and private foundations. She reported that in fiscal years 2024 and 2025, the system is close to \$20 million in private philanthropy across campuses and the system office. She also provided updates on congressionally directed spending requests with 16 requests advanced to the congressional delegation for fiscal 2026.

VICE CHANCELLOR FOR STRATEGIC INITIATIVES' REPORT

The Vice Chancellor for Strategic Initiatives (VCSI), Carolyn Dorsey, provided an update on the progress of goal completion in relation to the UMS Strategic Plan. VC Dorsey also provided an update on the UMS

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Marketing Plan that is currently providing a strategic framework to enhance the visibility and impact of brand development and digital modernization of the University of Maine System to potential students and stakeholder partnerships. Finally VC Dorsey provided a brief update on the progress of the Small Campus Fundraising Initiative.

Strategic Planning Committee - The committee met on June 25th and reviewed progress on all goals under the five key commitment areas. Progress ranges from 55% to 100% toward goals, which is excellent considering they are halfway through the plan's lifetime.

Marketing Plan - Working with the Blaze team on rebranding elements and website updates. They are determining whether the website needs a basic refresh or complete rebuild based on rebranding decisions.

Small Campus Funding Initiative - All proposals have been received from small campuses, reviewed and approved, with funds shifted to campuses and work begun. Each campus received the maximum amount of \$125,000 they were eligible to apply for.

CONSENT AGENDA

On a motion by Chair Riley, which was seconded by Trustee Michaud, and approved by roll call vote, the items on the Consent Agenda were approved by the Board of Trustees as follows:

- Acceptance of Minutes
- Board of Visitors Appointments
- Lease Renewal Authorization, USM – New Cingular Wireless (AT&T)

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held at the University of Maine and hosted by University of Maine at Machias on September 14-15, 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