



Board of Trustees
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July 26, 2021

TO: Members of the Board of Trustees

FR: Ellen N. Doughty, Clerk of the Board *Ellen N. Doughty*

RE: Notification of Board Actions

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

During a virtual Zoom meeting of the Board of Trustees on July 26, 2021, the Board approved the following actions:

UMS Strategic Planning Charge

The University of Maine System Board of Trustees directs the Chancellor to prepare and submit for Board approval a new strategic plan for the University of Maine System that articulates a financially sustainable five-year vision for UMS, sets clear priorities with measurable outcomes, and identifies the primary strategies that will achieve those outcomes.

The following parameters should guide the Strategic Planning work pursuant to this Charge:

1. Strategic Planning process: As soon as reasonably practical after receiving this Charge, and if possible at the Board's regular September 2021 meeting, the Chancellor will present the Board with a recommended process and timeline for the preparation of a System strategic plan that fully satisfies all of the components of this Charge.
2. The Plan should be developed by the Chancellor in close collaboration with the University Presidents and Maine Law Dean, with broad input from stakeholders on all campuses, representative Maine employers and professional associations, and political and community leaders, in accordance with the higher education public policy of the State of Maine as set forth in statute, the University of Maine System Mission as set forth in Board Policy 301.1, Board Policy 301 and its associated APL X-A, and other relevant Board policies, such as those governing shared governance, academic freedom, and freedom of speech.
3. The Board acknowledges that individual universities have strategic plans at various stages of development or implementation, and that university strategic plans play a fundamental role in university-level budget building, priority-setting, and university presidential leadership and accountability. The Strategic Plan developed for the System should guide and incentivize the universities to act together in strategic coordination to refine, align and fulfill their individual missions in ways that support and advance the System's mission and strategic plan.

4. Strategic Plan content considerations: The draft Strategic Plan should include the following elements:
 - a. A Vision for UMS in five years
 - b. A reasonable number of measurable outcomes or goals that reflect the highest priorities for the University of Maine System during the period of the Strategic Plan.
 - c. Two to four major, System-wide strategies for each goal that build on existing university and System initiatives when possible
 - d. Updated Key Performance Indicators (as needed) that measure progress toward achievement of the goals, and provide objective means of accountability from the Board, Chancellor, and System and university leadership to the UMS Strategic Plan.
5. The Board's role will be as follows:
 - a. To review the Chancellor's proposed process and timeline for Strategic Plan development and monitor progress Plan development by regular reports from UMS leaders to appropriate Board committees and to the Board as a whole at its regularly scheduled meetings
 - b. To participate in the input-gathering stage of the Strategic Plan development process to ensure that the Board members' perspectives on vision and strategic priorities for governance of the System and achievement of its mission are primary considerations to be reflected in the Strategic Plan
 - c. To receive for its consideration a summary of all stakeholder and public input on the draft Strategic Plan, and to conduct such additional meetings as deemed necessary to fully consider all such input and discuss the proposed Plan before acting to adopt the plan
 - d. To review, consider for approval, and adopt the Strategic Plan at a regularly scheduled public meeting
The Board otherwise defers to the Chancellor regarding the process and the content of the draft Plan.
6. Consulting assistance: The Board strongly supports the engagement of such outside resources and deployment of such internal staff and resources as may be necessary to support, advise and assist the Chancellor with the planning process and development of the Plan.

The process and Plan development should take into account, but not be limited to, at least the following:

1. State of Maine Post-Secondary Education Policy as set forth in 20-A MRS § 10902
2. The University of Maine System Charter, in particular Board Policy 102, section 1-A.
3. Current data, projections, studies, trends, and other relevant information, at the regional, national, and global levels, including without limitation emerging best practices and business models, demographics, higher education enrollment, innovations and impacts in delivery models for higher education, affordability, and market demand for skills and knowledge in the information economy.
4. The State of Maine's 10-year Economic Plan and The Maine Economic Recovery Plan
5. The Board's 2016 Primary and Secondary Outcomes
6. The Board's 2018 Declaration of Strategic Priorities to Address Critical State Needs, and the reports prepared and actions already taken thereunder
7. The Guiding Principles and January 27, 2020 Board Resolution under which the System is pursuing the implementation of unified accreditation
8. NECHE's Standards for Accreditation and the current process underway across the System to prepare a self-study report for NECHE in connection with its planned Fall 2022 Comprehensive Evaluation of the System's unified accreditation, so that the Plan is informed by the self-study and consistent with the Standards for Accreditation and NECHE's areas of focus in subsequent reaccreditations
9. The UMS TRANSFORMS programs and initiatives funded by the October 2020 Harold Alfond Foundation grant:
 - a. The Maine College of Engineering, Computing and Information Science

- b. The three Student Success and Retention initiatives: Research Learning Experience, Gateways to Success, and Pathways to Careers
 - c. The University of Maine Graduate & Professional Center
 - d. Division 1 Athletics, including gender equity and the use of UMaine athletic facilities for extracurricular student activities, student recruitment, high school and community events and competitions, and other competitive collegiate activities for other System universities
10. Strategic initiatives already underway, including by way of example only
- a. The System's Imperative for Change and related commitments to social justice and Diversity, Equity, and Inclusion
 - b. The pursuit of the goals established by the July 15, 2019 Report of the Committee to Advise on the Future Direction of the Law School
 - c. Programs for examination
 - d. The unified catalog initiative
 - e. Repaving MaineStreet investments and expected outcomes
 - f. The System's five-year priority capital needs and commitment to funding depreciation
 - g. Multi-campus collaborations planned or underway with respect to courses, programs and administration
 - h. Initiatives to enhance research and external funding opportunities UMS-wide and to build a solid financial model for research at the System flagship research university
 - i. The vital partnership between the University of Maine System and the Maine employer community, with the mutual goals of sustained engagement to maintain the competitive marketplace relevance of the UMS academic program, strengthen the workforce competencies and employability of UMS graduates, and enhance talent acquisition and job advancement
11. Opportunities to improve access and efficiency through collaboration with other educational institutions, including in particular the Maine Community College System and Maine Maritime Academy, through shared use of facilities and other resources and in academic programming.
12. External stakeholder input (employer, community, political leadership, foundations, etc.)

Confirmation of Boards of Visitors Appointments

The Board of Trustees confirmed the Boards of Visitors' appointments for 2021-2022, as presented.

Proposed Changes to Board of Trustee Policy 501 *Student Conduct Code*

The Board of Trustees accepted the recommendation of the Academic and Student Affairs Committee, and approved the proposed changes to Board of Trustee Policy 501 - *Student Conduct Code*, to go into effect August 1, 2021.

Confirmation of Faculty Representatives to the Board of Trustees

That the Board of Trustees approved the appointments of the Faculty Representatives to the Board of Trustees as presented:

Faculty Representative:

Patrick Cheek, UMA, – appointed for a one year term – July 2021 to July 2022

Matthew Bampton, USM – reappointed for a one year term – July 2021 to July 2022

Adaptive Reuse of Coburn and Holmes Halls – Public Private Partnership Authorization, UM

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 continue due diligence toward a public private partnership through a 99-year ground lease and Definitive Agreement with Radnor Property Group, LLC for the building redevelopment of Coburn Hall and Holmes Hall, a 24,800 square foot addition to Holmes Hall, but subject before final approval to the normal capital spending thresholds established by Trustees and further subject to review of updated terms and conditions by the Committee at its September 15, 2021 meeting or other future meeting(s) as circumstances warrant.

Resolution for Rebecca M. Wyke

Whereas, Rebecca M. “Becky” Wyke has served as the President of the University of Maine at Augusta since July 2017;

Whereas, Dr. Wyke joined the University of Maine System as Vice Chancellor for Finance and Administration and Treasurer. She also served as Interim President for UMA in 2015-2016;

Whereas, as Vice Chancellor, her major focus of work was the long-term financial sustainability of Maine’s Public University System and System-wide reforms in the areas of human resources, information technology, strategic procurement and facilities management to improve efficiency and effectiveness. It was her energy and “can do” attitude that was instrumental in the success of these efforts;

Whereas, Dr. Wyke has focused her presidency on improving student outcomes, enhancing academic program offerings, building community and fostering a culture of inclusion. She oversaw the first student residential experience at UMA and established the first master’s level program at UMA in cyber security. She also serves as an adjunct faculty for the Public Administration Program at UMA and has taught for the Muskie School of Public Service at USM;

Whereas, Dr. Wyke as Vice Chancellor, made extreme sacrifices of her own personal time to acquire a doctorate in Higher Education Management from the University of Pennsylvania. She also holds a Masters of Public Administration and a Bachelor of Arts in Political Science from UM;

Whereas, Dr. Wyke, has been a dedicated public servant and a caring higher education leader who has always put the interests of her students, faculty and staff first. She has been a trusted mentor for many UMS colleagues;

Whereas, Dr. Wyke will complete her service as President of UMA at the end of the summer to return to state government to run the Maine State Retirement System and the management of over \$16,000,000 in retiree and vested employee money. Maybe we should call her the sixteen billion dollar woman;

Now, therefore, be it known to all that we, the University of Maine System Board of Trustees, offer our most sincere gratitude, thanks, and best wishes to Rebecca Wyke for her outstanding contributions to the quality of higher education in Maine.

Approved on the 26th day of July 2021, by the University of Maine System Board of Trustees, acting as stewards of Maine’s public universities and their nearly 30,000 students, 5,000 employees and more than 200,000 living alumni.

CONSENT AGENDA

Acceptance of Minutes

The following meeting minutes were approved as presented:

May 5, 2021 – Finance, Facilities & Technology Committee

May 17, 2021 – Investment Committee

May 17, 2021 – Audit Committee

May 24, 2021 – Board of Trustees Meeting

June 14, 2021 – Finance, Facilities & Technology Committee

June 25, 2021 – Special Board of Trustees Meeting

July 12, 2021 – Academic & Student Affairs Committee

July 12, 2021 – Human Resources & Labor Relations Committee

July 15, 2021 – Finance, Facilities & Technology Committee

The next meeting of the Board of Trustees will be held on September 26-27, 2021.

cc:

Dannel Malloy, Chancellor

System Staff

Faculty & Student Representatives

University Presidents

Boards of Visitors