

UNIVERSITY OF MAINE SYSTEM
Board of Trustees Meeting

hosted by the University of Southern Maine
September 10-11, 2023

Board of Trustees Meeting

Present: **Trustees:** Trish Riley, Chair; Lisa Eames, Vice Chair; Roger Katz, Barbara Alexander, Patrick Flood, Donna Loring, Emily Cain, David MacMahon, Kelly Martin, Valerie Landry, Owen McCarthy, John Moore, Pender Makin, Dhivya Singaram and Michael Michaud. **Chancellor:** Dannel Malloy. **University Presidents:** Leigh Saufley, Joan Ferrini-Mundy, Ray Rice, Jenifer Cushman, Joseph McDonnell, Deborah Hedeem and Jacqueline Edmondson. **Faculty Representatives:** Kennedy Rubert-Nason, Dmitry Bam, Ivan Manev, Clyde Mitchell, William Otto, Libin Thaikkatti Louis, Lisa Leduc, and Joe Staples. **Student Representatives:** Katie Ashley, Tony Lewis, Aidan Mulrooney, Ben Doherty, JJ Chaboya, Samantha Morton, and Ava Ellis. **System Staff:** Ryan Low, Jeff St. John, Rosa Redonnett, Tracy Elliott, Paul Chan, Amon Purinton, David Demers, Tory Ryden, Carolyn Dorsey, Samantha Warren, Gretchen Catlin, Jen O’Leary and Kayla Flewelling.

Sunday, September 10, 2023

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

EXECUTIVE SESSION

On a motion by Trustee Alexander, which was seconded by Trustee Eames, and approved by all Trustees present, the Board of Trustees meeting went into Executive Session under the following provisions:

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

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

USM Historical Presentation

Dr. Libby Bischof (Director of the Osher Map Library and Smith Center for Cartographic Education and Professor of History and University Historian) provided the Trustees, Chancellor, Vice Chancellors and Presidents with a brief but in-depth history of the University of Southern Maine Campus leading up to a tour of the newly opened McGoldrick Center. At the conclusion of that presentation, the group was provided with a brief tour of the McGoldrick Center by Ainsley Wallace, President and CEO of the USM Foundation, and Cory Haskall, Vice President of the USM Foundation.

Monday, September 11, 2023

Trustee Riley, Chair, called the public meeting to order and welcomed everyone. Chair Riley recognized the 22nd anniversary of 911 with a moment of silence and reflection.

CITIZEN COMMENT

Citizen Comment is a time regularly set aside for comments from the public. The following individuals spoke during the Citizen Comment period:

Dr. Donna Wampole – Professor of Social Work, USM
Dr. Jeannette Andonian – Associate Dean of School of Social Work, USM
Dr. Paul Johnson – Professor of Social Work, USM

CHAIR'S REPORT

Chair Riley thanked President Hedeem and USM staff for the dedicated efforts put into the planning and hosting of the Board of Trustees Meeting.

President's Round Table

Chair Riley asked the Presidents to provide a brief – 2 minute – update on what's new and exciting on their campuses. UM/UMM President Joan Ferrini-Mundy, UMPI President Ray Rice, UMA President Jenifer Cushman, UMFK President Deborah Hedeem, USM President Jacqueline Edmondson, UMF President Joseph McDonnell and Maine School of Law President/Dean Leigh Saufley each provided a brief update on current initiatives for their universities.

ACTION ITEM

Resolution for Trustee Beth Dobson

Chair Riley read the resolution prepared to honor former Trustee Beth Dobson, who resigned from the Board in August of 2023:

Beth Dobson served as a Trustee for the University of Maine System from 2021 to 2023. She has been a dedicated and engaged Board member including service of the following standing committee:

*Human Resources & Labor Relations Committee (Chair)
Executive Committee*

Beth Dobson served as a dedicated member of the Board of Trustees for the University of Maine System from 2021 to 2023, a short but impactful term. Throughout her time as a Trustee, Beth consistently demonstrated a judicial temperament that contributed to thoughtful and meticulous deliberations on all matters brought before the Board of Trustees and addressed at the Committee level.

Beth also made significant contributions to the University of Maine System by actively participating as a member of the Chancellor's Review Team and played a crucial role in the search committee that successfully identified and appointed Dr. Jenifer Cushman as President of the University of Maine at Augusta.

In addition, Beth has also exhibited exemplary leadership by overseeing the Human Resources and Labor Relations Committee's review of personnel policies, ensuring that best practices were identified and worked with a dedicated team of Human Resources personnel to ensure transparency and accountability.

On a motion by Trustee Cain, seconded by Trustee Katz, and approved by all Trustees present, the Board of Trustees accepted the resolution honoring former Trustee Beth Dobson.

Policy for Student Trustee Update

Chair Riley began this item by reviewing the law that passed during the previous legislative session that has proposed that a graduate and undergraduate student be appointed to the Board as a sitting Trustee by the Governor on the recommendations of the student body. Chair Riley noted that Sam Warren, Director of Government and Community Relations, has worked diligently with Senator Mike Tipping on refining the direct language of the law. Since the passing of this law, the Student Representatives of the Board have been engaged in drafting the Student Trustee Policy that was provided with meeting materials. Current Student Trustee, Dhivya Singaram, invited Student Representatives Katie Ashley (UM) and Aidan Mulrooney (UMF) to present the work that has revised and created the Student Trustee Policy and briefly outline the work that will now take place to move this policy forward to include the formation of a UMS Student Trustee Selection Council (SCST) which will include all campus Student Government Presidents and Student Representatives, with a first meeting scheduled for December for the seating of the first Student Trustee in July of 2024.

CHANCELLOR'S REPORT

Chancellor Malloy took a moment to thank the Presidents for their outstanding work on each of their campuses and within their universities which is a very important part of the success of the System. These Presidents are working together to institute programs across campuses in a collaborative effort to bring more value and depth to higher education within the state. Chancellor Malloy also noted the work and investment that is being done through deferred maintenance and the importance of paying attention to the health implications/issues that were raised during public comment to invest in the infrastructure that will ultimately help attract and retain students. Deferred maintenance, and other initiatives regarding enrollment and innovation across campuses also tie into the Strategic Plan, a comprehensive, deep-thought document that has initiated collaborative, important work done by each President and individual on every campus. Chancellor Malloy ended his remarks by noting that current enrollment numbers showcase early successes in regard to headcount at several campuses and notes that this success is worthy of celebration, with a nod to collaborative efforts by System campuses working alongside community colleges to ensure that students who complete their associates work to continue their higher education at an institution within the System.

VICE CHANCELLOR FOR ACADEMIC AND STUDENT AFFAIRS REPORT

Vice Chancellor for Academic and Student Affairs Jeffrey St. John provided updates on the following UMS academic and student initiatives:

Annual Campus Profiles

Vice Chancellor Jeffrey St. John began by thanking Vice Chancellor Low and the Chancellor who both worked to provide the initiative and the data to create a qualitative and quantitative snapshot of each of the campuses over the year. These profiles are assembled and published following the academic year in which the narratives are based. The 2022 Campus Profiles were provided in meeting materials, which show both a qualitative and quantitative view of each campus throughout the system each year. Retention (Return Rates) are a large part of the Strategic Plan and fall into several initiatives throughout the plan. Vice Chancellor St. John briefed the creation of several new degree programs across the System, to include nursing, cyber and information security with the rapid introduction to generative AI, computer and data sciences. The Early College enrollment grew to just under 40% and continue to grow across the System, which will be briefed in more detail by Vice Chancellor Carolyn Dorsey. VC St. John closed out

this segment of his presentation by noting that the overall UMS research enterprise has grown to 54% between 2018 and 2022, which is a remarkable leap for any System to have experienced through the pandemic, with the majority of these efforts being led by Vice Chancellor and President Joan Ferrini-Mundy and the faculty and staff at the University of Maine, who have partnered largely on these enterprises and led the charge to this growth.

Adult Degree Completion Initiatives

The System receives an allocation from the State that is specific to adult degree completion work to support those leaders and learners throughout the System. Initiatives have been undertaken by all the Vice Chancellors to find way to augment the efforts to focus on this initiative at each campus. Over the summer, each President was asked to bring forward an initiative that would support adult learners. That has resulted in efforts such as an infusion of scholarship opportunities for adult learners and a ‘two-for-the price-of-one’ credit course offerings for adults who were returning to higher ed after being away for more than two years. VC St. John then briefly highlighted each campus’ initiatives and what the presidents are beginning to offer on their campuses. All of these initiatives are being directed and reported to Chancellor Malloy as they continue to grow and reach that market of students who are interested in returning to higher education.

Math Pathways Partnership with the Maine Community College System

The Charles Dana Center at the University of Texas has been supporting research into the transformation of teaching math and sciences education over the past 20 years. Over the last 5 years, the Maine Department of Education, academic leaders in the community college system and leadership within the System has been working to find ways to use that research and align our institutional education of math and sciences with their findings. The Dana Center developed a program called the Launch Years Initiative, with is an effort to align math pathways from K-12 into post-secondary education, culminating into career success. 21 states across the union are now working with these results, including 3 states in New England; Massachusetts, Rhode Island, and Maine. The State of Maine has secured a grant to continue to participate more explicitly in this work. VC St. John has been working with the Vice President and Chief Academic Officer, Janet Sorter, on the partnership and work in this specific area that can be accomplished between the System and the Maine Community College System. VC St. John is also working with campus provosts on preparing on a summit in November with leaders in education within the state and with the Maine Department of Education, to lay the groundwork for next steps in this initiative. Vice Chancellor and President Joan Ferrini-Mundy will be a key-note speaker at this event with her prior expertise in the field of mathematics. Additionally, the VCASA and Institutional Research team has been examining existing math degree requirements in detail throughout the System, particularly focusing on calculus, and examining if a transferring or first year student can readily understand what the course requirements are to understand the calculus class sequencing and prepare for success in that program accordingly. This data will be used as a baseline to clarify and strengthen those degree pathways. Barrier free pathways to math is central to fulltime and transfer student success, regardless of where that student originates, and incoming students should be given a ready understanding of the connection of programs through math pathways and any work that seeks to strengthen curriculum pathways must be undertaken in partnership with faculty, as the guidance and expertise of the faculty will help shape this entire initiative and help support changes on the administrative side.

VICE CHANCELLOR FOR RESEARCH AND INNOVATION REPORT

Vice Chancellor and President Joan Ferrini-Mundy provided a presentation on ‘Preparing a Workforce for Maine: UMS Research, Development, and Innovation as a Catalyst’. VC Ferrini-Mundy began by discussing the way research, experimental development, and innovation/wider use, is approached throughout the System. Out of that cycle or work prepares the workforce of tomorrow in Maine as it

fosters critical thinking and problem-solving preparedness in an environment equipped to provide research and development experiential work and learning, which is becoming pervasive across the System. The STEM workforce includes individuals from all education levels that work in science and engineering, and middle skilled occupations, which includes social scientists as well as engineers, computer and mathematics scientists and health related fields. The System is part of a national ecosystem that is looking to continue growing these STEM areas and are working to distinguish themselves when seeking state and federal funding. Maine has a 10-year plan involving economic development goals which all depend on a well-prepared workforce, which the System sees themselves as a central part of that. The Maine Jobs and Recovery Plan funds the System utilizes are catalyzing new ways to prepare the Maine workforce. Research projects and degree programs that involve research initiatives that seek to use state and federal funding are vetted to ensure they meet and fit within other investments and categories set forward by the State and System to meet the needs of Maine. Vice Chancellor Ferrini-Mundy also discussed how the Strategic Plan will help to strengthen research and development progression throughout the System through specific goals, and then briefly discussed the System MJRP initiative, which is called the 'Talent, Research & Innovation for Maine (TRI-Maine), which includes nine projects as well as a small grants project. Vice Chancellor Ferrini-Mundy briefly outlined a few projects currently underway that tie in research and development with workforce development, as well as briefly discussed the small campus competition that awarded MJRP funding for smaller campus workforce development initiatives. Through MJRP investment across the System, with \$35 million directly focused on training and workforce development, the University of Maine System can make a difference for the state of Maine.

VICE CHANCELLOR FOR STRATEGIC INITIATIVES' REPORT

Vice Chancellor for Strategic Initiatives Carolyn Dorsey began her update by providing a visual to help describe the scope and role of the Office of Strategic Initiatives, with a focus on the communications of Strategic Initiatives, both internally and externally. To that effect, VC Dorsey provided updates on the following:

UMS Marketing and Communications Update

Internal communications for Strategic Initiatives are handled by Corina Larsen, which has grown from employee communications regarding Human Resources to a strategic partner in messaging that goes out across the system to all campuses regarding various projects and messages. Jen O'Leary, the Director of Strategic Initiatives, has been focusing on communications and marketing for the Strategic Plan, timeline implementation and communicating to partners in Workforce Development in System Initiatives. Much of the work is internal communications, as Jen works closely with Corina Larsen on development and disbursement of communications across the system. If messages need to be disseminated externally, they are then handed off to Tory Ryden. Jen O'Leary provided visual slides to discuss key initiatives and how they relate both internally and externally regarding to dissemination and workflows, and the timeline for completion of key System initiatives. Tory Ryden, Strategic Advisor and Director of External Affairs, then stepped forward to discuss the different stages of marketing that is being developed and built regarding the System branding and perception value to help recruit students to Maine. Tory Ryden briefly described the first ad that aired on August 21, 2023, and was able to show the add to the Board as a part of the 'Say Yes' campaign. This campaign is geared towards recruiting both traditional and non-traditional students.

UMS Strategic Plan Implementation Update

Vice Chancellor St. John joined Vice Chancellor Dorsey to discuss a tool that is being used to chart the Strategic Plan Communication Plan (a framework) that outlines the different committees within the System and within the campuses to include key external work force partners and external initiatives that will help align goals within the Strategic Plan. Vice Chancellor St. John noted that there is a small

steering committee with three system staff members, presidents, provosts and a faculty and staff member to help guide the 5 commitments and the identified co-chairs to help collect updates from groups working on specific goals as timelines continue and come to an end so that the appropriate groups and stakeholders can be updated as deliverables are achieved or need to be adjusted. Trustee Emily Cain offered the closing remarks regarding the groundwork that has been laid to continue working on the implementation timeline with deliverables incoming beginning in October to keep work moving forward.

VICE CHANCELLOR FOR FINANCE, ADMINISTRATION, AND TREASURER'S REPORT

Vice Chancellor for Finance and Administration (VCFA) & Treasurer Ryan Low provided the following update:

Investment Results for July and early August

The Managed Investment pool had a market value of 366 million on July 31st. However early estimates of August showed that nearly all that gain was given up with an estimated loss of 1.9%. The pension fund in July had a market value of 19 million, which was a gain for the month, and had an estimated loss of 1.1% in August. Finally, the Operating Fund had a July market value of 261 million and as a reminder, much more of a conservative asset allocation – with July showing a gain of 2.3 million, showing preliminary August results indicating a loss of .3% which is \$780,000, leaving an estimated return for the fiscal year to date of about 1.5 million, with a budgeted return budgeted at about 2 million.

FY24 UMS Budget Timeline

Vice Chancellor Low reminded the Board that budgets are built throughout the year, with this budget being developed by campuses last fall with presentation to FFT committee in March/April of this year and approved by the Board in May. In any number of years, any budget gaps created after that initial budget approval are typically self-corrected by campuses on their own without needing to come back to the Board for further approval and supplemental processes. This process was changed about 5 or 6 years ago to process the State budget approval process to try and make corrections to the budgets as early in the fiscal year as possible. Campuses make enrollment projections up to 10 months in advance, and as predictable do not always align perfectly if that projection is off – particularly regarding credit hour projects and how that affects revenue and campus budgets. Some campus calculations are showing settling in campus hours with upcoming ‘melt’ about to occur. Not every credit hour is created equal, and the budgets are addressed accordingly. IT is likely that when these changes come forward that you will see several campuses come forward where others will not as they will exceed their revenue base. The budget solutions will vary depending on the size, however for this round of revisions, they are straight forward and mimic the March or May Board meeting as solutions are grouped into categories to offset what might be happening across the campuses. Vice Chancellor Low began detailing the upcoming budget schedule as they have been tracking headcounts as they come in and revise the budget memos as those headcounts shift. The first round of headcounts and numbers came in last week and have provided a general idea of the course of the next few weeks as budget memos begin to be submitted in October. These will be provided for an update at the upcoming Finance, Facilities and Technology (FFT) meeting, as the census will also have occurred prior on October 15th. Budget materials will then be posted for action at the November Board meeting.

5-Year Capital Plan

Nate Harris, Associate Director of Capital Planning, presented this plan initially in the August FFT meeting. Vice Chancellor Low reminded the Board that these types of plans are ‘inspirational’ and not set in stone, and are merely projections when looking at the revenue, fundraising, and other funding sources as they are identified. This process to build the Capital Plan began in February with a call of numbers and needs to campuses and their presidents. The call that is sent out typically includes guidance for presidents

to consider different aspects of their campus budgets when submitting to the plan, such as enrollment budgeting, net asset values of property and the conditions of their facilities. The plan is initially built around E&G and auxiliary funds and how that supports the budget, finish building out the 1-year Capital Plan and then begin looking at the aspirational elements that are included and developed into the 5-year plan. This 5-year plan has direct ties to Unified Accreditation and the Strategic Plan and sustains a value of \$1.2 Billion dollars to support over 400 projects valued at over \$1.5 Billion. Nate Harris then describes the different charts and graphs to show the allocations of funding that was provided in the meeting materials.

ACTION ITEMS

Confirmation of Faculty and Student Representatives to the Board

Trustee Riley took a moment to thank all of the current and past Faculty and Student Representatives to the Board for their dedication and service to the Board of Trustees. Trustee Riley then asked each president to say a few introductory words regarding the new representatives to the Board:

Student Representative:

JJ Chaboya, UMFK – Appointed for a 2-year term – September 2023 to September 2025

Faculty Representative:

Ivan Manev, UM – Appointed for a 2-year term – September 2023 to September 2025

Joe Staples, USM – Appointed for a 2-year term – September 2023 to September 2025

Patrick Cheek, UMA – Reappointed for a 2-year term – September 2023 to September 2025

Libin Thaikkattil Louis, UMFK – Appointed for a 2-year term – September 2023 to September 2025

On a motion by Trustee Alexander, which was seconded by Trustee Michaud, and approved by all Trustees present, the Board of Trustees approved the appointments of Faculty and Student Representatives to the Board of Trustees as presented.

Reimbursement Resolution, UM Factory of the Future

President Ferrini-Mundy gave a brief overview of this item, and introduced Tracy Elliott to give a short description of the reimbursement resolution that will preserve maximum flexibility under US Treasury regulations, the ability to use future debt to reimburse any future construction costs.

On a motion by Trustee Katz, and seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities, & Technology Committee and approves the Reimbursement of Project Expenditures prior to bond issuance.

University of Maine, Advanced Structures and Composite Center (ASCC), Secure Smart Textiles Laboratory Authorization I

President Ferrini-Mundy again briefly overviewed the details of this resolution and introduced Kelly Sparks, Chief Business Officer of the University of Maine, to provide a few additional details regarding the increase in authorized funding for phase 2 of the Secure Smart Textiles Laboratory within the ASCC, the second of three requests needed for full completion and occupancy of the laboratory.

On a motion by Trustee Cain, which was seconded by Trustee Katz, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance Facilities and Technology Committee and authorizes the University of Maine System, acting through the University of Maine, to expend an additional \$1,880,738 for a total of \$4,332,006 to renovate a portion of the existing ASCC facility to

accommodate installation of a Secure Smart Textiles Laboratory to be utilized for research on smart materials.

Renewal of the Allagash Wilderness Camp Land Lease, UMFK

President Hedeem provided a brief overview of the history of the Allagash Wilderness Camp Land lease, and the many uses and revenue sources that have been crucial from this lease to the University of Maine at Fort Kent.

On a motion by Trustee Eames, which was seconded by Trustee Michaud, and approved by all Trustees present, the Board accepted the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the renewal of a ten (10) year no-cost lease of a 2.3 acre parcel of land in T13 R12 WELS, Round Pond Unit of Maine Public Reserved Lands as the continuing site for the Allagash Wilderness Camp.

Deering Farmhouse Renovation Revenue Allocation, University of Southern Maine

President Edmondson highlighted the previous presentation by Dr. Bischoff regarding the history of the University of Southern Maine which touched on the historical significance of the Deering Farmhouse to the people of Portland and alumni of USM.

On a motion by Trustee Martin, which was seconded by Trustee Cain, and approved by all Trustees present, the Board of Trustees accepted the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the University of Maine System acting through the University of Southern Maine to add \$750,000 in University E&G resources to the Deering Farmhouse Renovation project.

CONSENT AGENDA

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

Acceptance of Minutes

The following meeting minutes were approved as presented:

May 18, 2023 – Audit Committee Meeting
June 12, 2023 - HR/LR Committee Meeting
June 12, 2023 - ASA Committee Meeting
June 14, 2023 - FFT Committee Meeting
June 29, 2023 - Strategic Planning Committee Meeting
July 10, 2023 - Board of Trustees Virtual Meeting
August 21, 2013 - HR/LR Committee Meeting
August 23, 2023 - FFT Committee Meeting
August 24, 2023 - Strategic Planning Committee Meeting

DATE OF NEXT MEETING

The next meeting of the Board of Trustees will be held at the University of Maine at Presque Isle on November 5-6, 2023.

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
Kayla Flewelling, Interim Clerk